

REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

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

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

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

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

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

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

To inform and enhance Council's role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations were undertaken in 2016 as part of Council's meeting program.

Strategic conversations included:

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

Portfolio presentations included:

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

Properly constituted committees help Council to meet its broad responsibilities by enabling matters to be appropriately scrutinised prior to coming before Council for resolution.

The current standing committees established by resolution of Council are the:

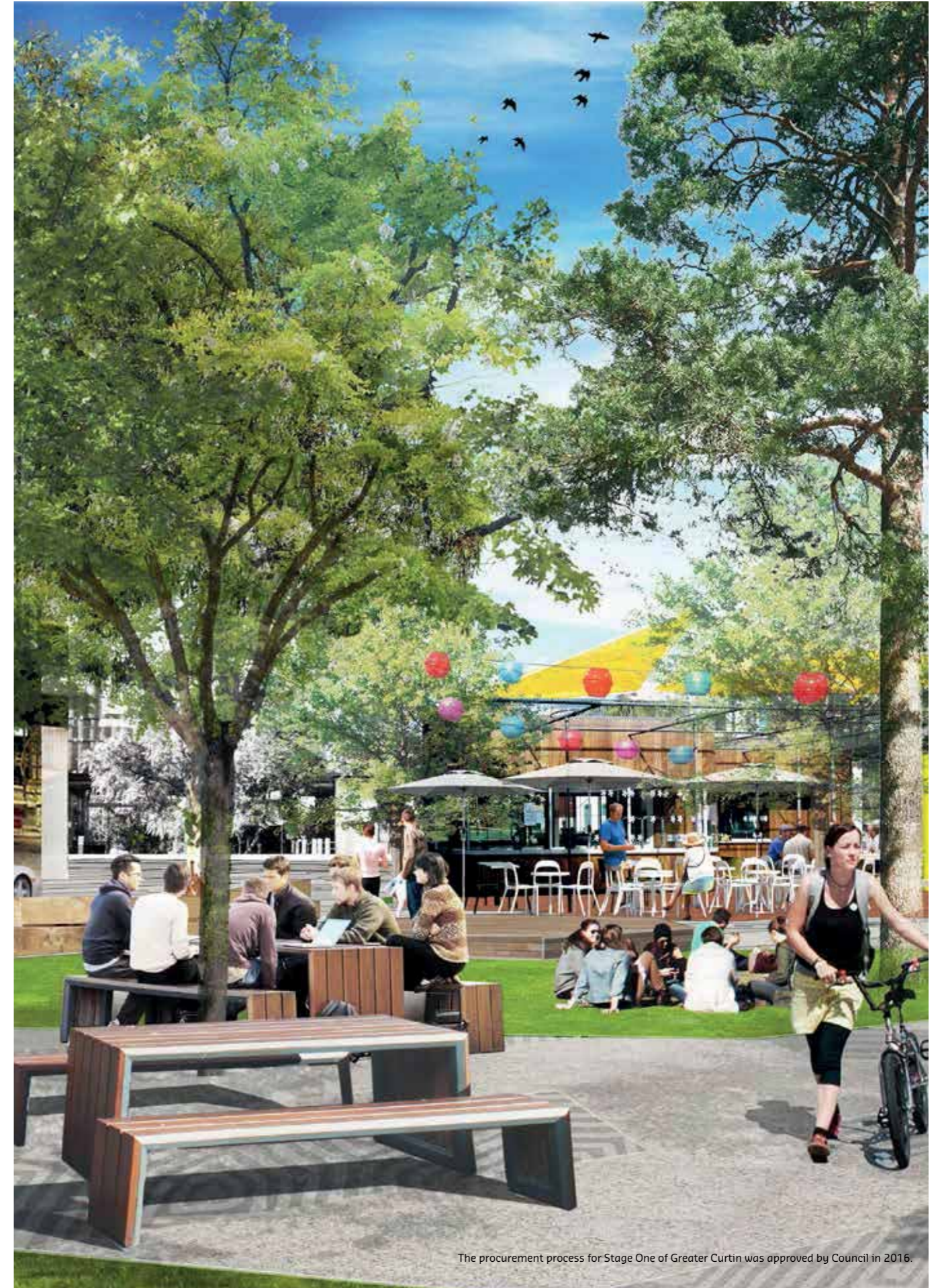
- Executive Committee
- Finance Committee
- Audit and Compliance Committee
- Legislative Committee

Special purpose committees established by resolution of Council include:

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

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

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



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

REPORT ON OPERATIONS (CONTINUED)

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

Members appointed by Governor in Council	Commenced	Terminated	Due to expire
Mr Kim Bridge BBus (WACAE)	15/11/2014 15/11/2011	Current 14/11/2014	14/11/2017
Ms Cathryn Carver BBus (Curtin)	11/11/2014	14/09/2016	
Dr Andrew Crane BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2015	Current	31/3/2018
Mr Alex Jones BSc (Melb) MBA (UNSW)	1/4/2015	Current	31/3/2018
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2016 1/4/2013 20/4/2010	Current 31/5/2016 31/3/2013	31/3/2019
Dr Michael Stanford CitWA MB BS (UNSW) MBA (Macqu) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	2/12/2014 13/12/2011 2/12/2008	Current 1/12/2014 1/12/2011	2/12/2017
Member nominated by Minister for Education and Training			
Ms Sue Wilson BJuris LLB (UWA) FAICD FGIA	3/5/2016 3/5/2013	Current 2/5/2016	3/3/2017*
Member who is the Chief Executive Officer			
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
Members elected by full-time academic staff			
Professor Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	22/8/2014	Current	31/3/2017
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2016 1/4/2013	Current 31/3/2016	31/3/2019
Member elected by full-time salaried (general) staff			
Mr Andrew McLean BA(Hons)(Curtin) AFATEM	18/6/2016	Current	17/6/2019
Mr Andy Sharp B Arch (Canberra) MBA (Curtin)	18/6/2013	17/6/2016	
Members elected by students			
Mr Liam O'Neill	13/4/2016	Current	12/4/2017

Mr Jason Giancono	13/4/2015	12/4/2016	
Ms Noni Elliott Hobbs	13/4/2016	Current	12/4/2017
Ms Saraya Martin	13/4/2015	12/4/2016	
Co-opted Members			
Mr Colin Beckett MA (Cantab) MICE (Chancellor from 1/01/2013)	1/1/2016 1/4/2013	Current 31/12/2015	31/12/2018
		Previously appointed by the Governor 19/10/2010 – 31/3/2013	
Mr Steve Scudamore BA Hons, MA (Oxon), FCA, SF Fin, FAICD	1/4/2014 1/4/2011	Current 31/3/2014	31/3/2017
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	1/4/2015 1/4/2012 1/4/2009	Current 31/3/2015 31/3/2012	31/3/2018
Member elected by Academic Board			
Associate Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2016 1/4/2014 1/4/2012	Current 31/3/2016 31/3/2014	31/3/2018

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

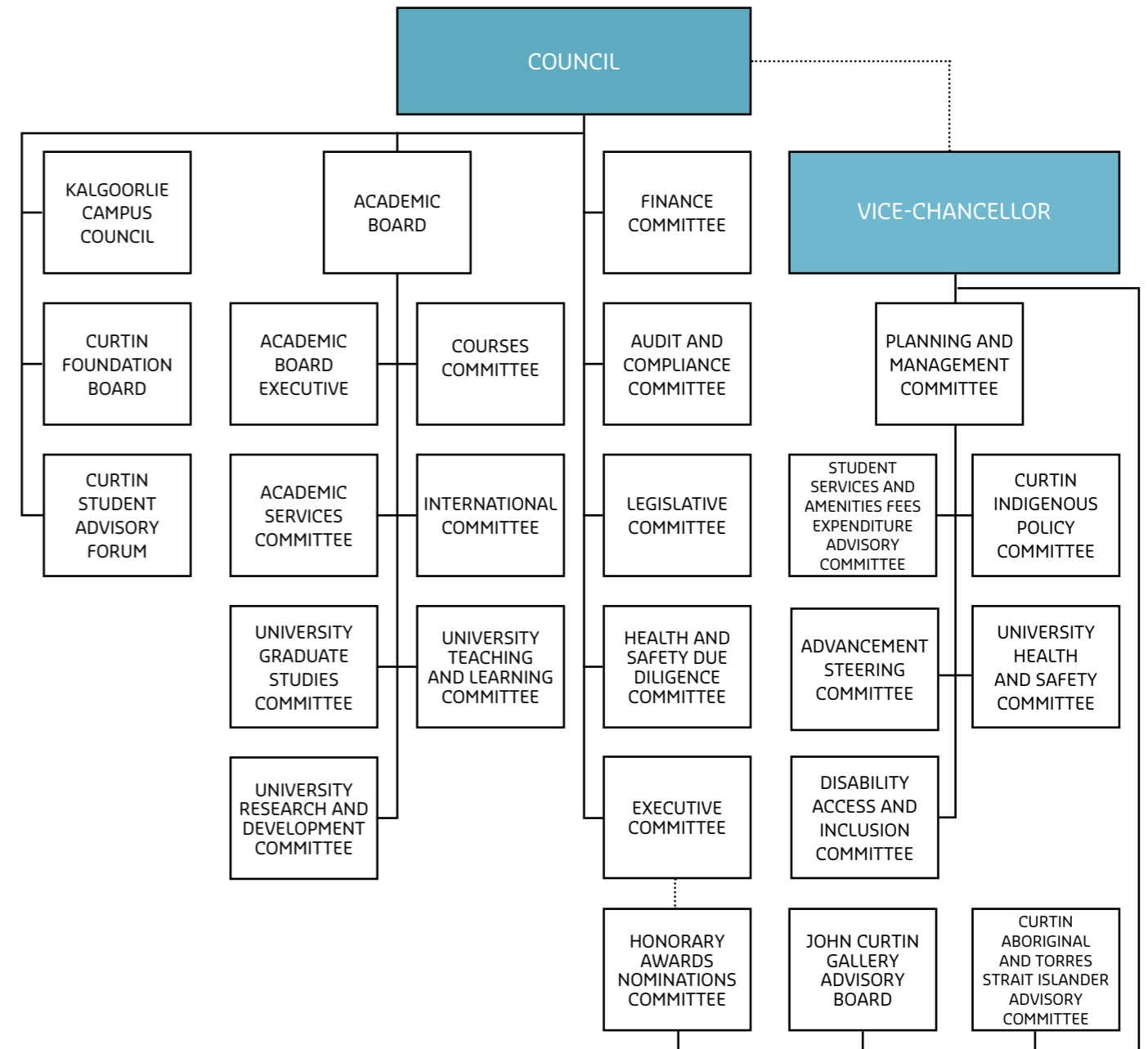
REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL



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

COMMITTEE STRUCTURE (AS AT 31 DECEMBER 2016)

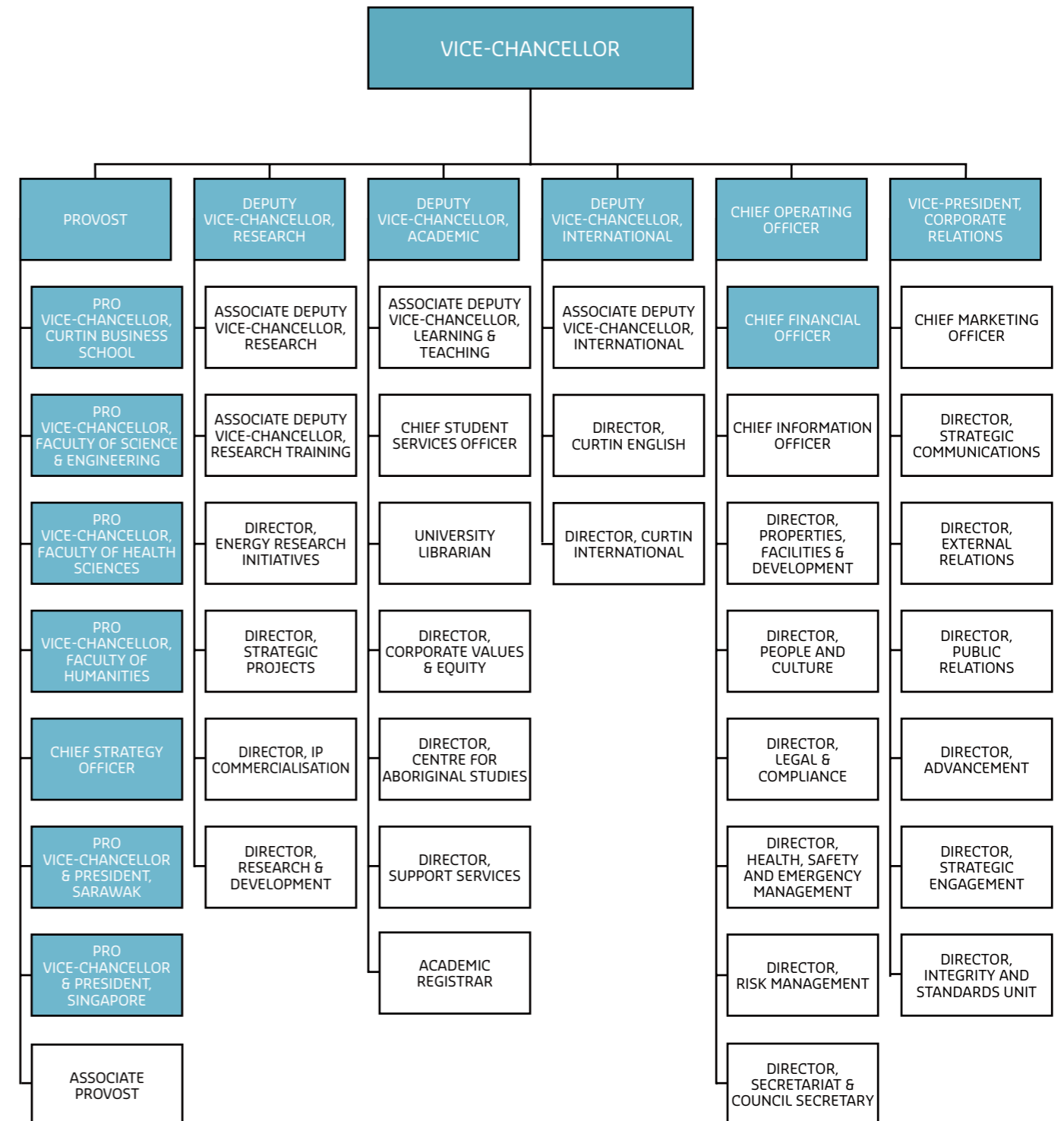


REPORT ON OPERATIONS (CONTINUED)

ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry AO
Provost	Professor John Cordery
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Deputy Vice-Chancellor, International	Professor Seth Kunin (commenced 1 April 2016) Associate Professor Simon Leunig (Acting)
Deputy Vice-Chancellor, Research	Professor Chris Moran (commenced 1 August 2016) Professor Graeme Wright (Retired)
Chief Operating Officer	Mr Ian Callahan
Vice-President, Corporate Relations	Ms Valerie Raubenheimer
Pro Vice-Chancellor, Curtin Business School	Professor Tony Travaglione
Pro Vice-Chancellor, Health Sciences	Professor Michael Berndt
Pro Vice-Chancellor, Humanities	Professor Alan Dench (commenced 1 August 2016) Associate Professor Stephen Mickler (Acting)
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor and President, Curtin Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor and President, Curtin Singapore	Professor Robert Evans
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Mr Marco Schultheis

ORGANISATIONAL CHART



REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

STAFF SUMMARY

FTE of academic and professional/general staff as at 31 March 2016 (excluding hourly paid/casual staff)

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

STAFFING POLICIES AND INITIATIVES

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

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

ONBOARDING

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

WELCOME TO CURTIN

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

INDUSTRIAL RELATIONS

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

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

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2016 REPORTABLE KEY PERFORMANCE INDICATORS

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

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

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

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

HEALTH AND SAFETY

The University, through its Council members and senior executives, is committed to providing and maintaining high standards of occupational health and safety in the workplace. This is achieved, in consultation with staff and safety and health representatives, through such mechanisms as Area/Faculty Health and Safety Sub-Committees and the overarching University Health and Safety Committee, with the aim to continually improve our safe work practices and processes.

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

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

REPORT ON OPERATIONS (CONTINUED)

WORKERS' COMPENSATION AND INJURY MANAGEMENT

The University continues to provide a dedicated service to assist staff return to work following injuries or illness through its early intervention Injury Management Service, recently re-named Curtin's Corporate Wellness Team. The name change reflects a continued focus on best practice injury management for both work related and non-compensable conditions along with proactive wellness interventions whilst continuing to ensure the University meets its obligations under the Workers' Compensation and Injury Management Act 1981.

Curtin's Wellness Program for staff resides within this team function and provides lead indicators for health and safety measures captured in order to monitor and measure the effectiveness of any preventative strategies. This proactive approach to injury and illness enables area specific injury prevention projects across Curtin to target positive health and safety outcomes. The Corporate Wellness team continues to provide specialist services for the provision of reasonable workplace adjustment for staff with Disability and expert Human Factors and Ergonomic advice related to manual handling and job design.

SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS

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

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

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

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

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

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

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

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

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

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

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

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

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

Changes to the legal environment affecting the University in 2016

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

COMMONWEALTH LEGISLATION

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

WESTERN AUSTRALIAN LEGISLATION

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

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

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

REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

ACT OF GRACE PAYMENTS

Under the University's policy on Act of Grace Payment, Curtin undertakes to report through its Annual Report all Act of Grace payments made in each financial year. In 2016 no Act of Grace payments were made.

ADVERTISING – ELECTORAL ACT 1907

Under section 175ZE of the Electoral Act 1907, the University is required to disclose expenditure for advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisation costs.

For 2016 the following costs were recorded against these items:

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

CAPITAL WORKS

Greater Curtin Stage One

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

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

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

Building 410 Curtin Medical School and teaching facilities

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

Building 304 research facilities (agriculture)

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

Kalgoorlie Campus student housing (Agricola College)

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

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

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

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

Refurbishment

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

Midland Campus (Health)

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

DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

REPORT ON OPERATIONS (CONTINUED)

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

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

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

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

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

ENVIRONMENTAL SUSTAINABILITY

Biodiversity

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

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

Green Star Communities

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

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

Energy management

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

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

Water efficiency

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

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

INSURANCE

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

During 2016 the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities, to the extent permitted under the Corporations Act 2001. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

MARKETING AND COMMUNICATION ACTIVITIES

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

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

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

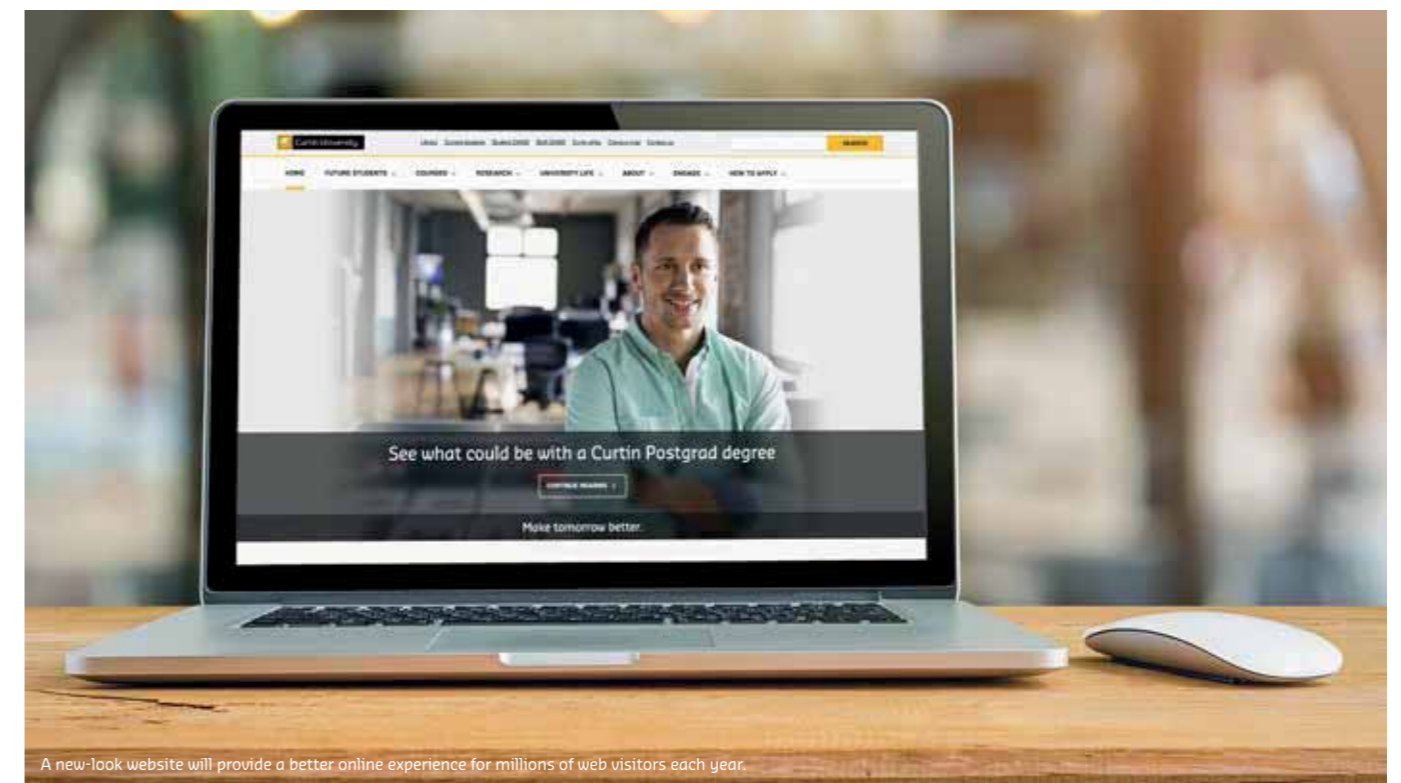
PRICING POLICIES ON OUTPUTS PROVIDED

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

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

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

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



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

REPORT ON OPERATIONS (CONTINUED)

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

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

Significant improvements and developments:

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

Ongoing Records and Information Management Training:

- Training was made available for all staff on Creating and Keeping Records; Sentencing, Retention and Disposal of Information as well as Managing Email. Training on how to use the Curtin Records and Information System and the Contracts and Agreements Register was also provided. Customised training to areas on managing records within file shares was also provided.
- Over 1300 staff completed the online information management awareness training in 2016. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after three years.
- Information and awareness raising activities in relation to Privacy and Freedom of Information responsibilities were provided to staff.
- Feedback is sought from attendees and all training is reviewed regularly.

RISK MANAGEMENT

Curtin's Risk Management Framework consists of the Risk Management Policy, Risk Management Procedures and Risk Reference Tables that specify the University's Risk Appetite set by Council. The policy sets Curtin's tone and tolerance to accepting risk, as it contains Curtin's risk appetite and agreed risk-aware behaviours.

During 2016, there were four key areas of focus:

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

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

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

SENIOR OFFICER DISCLOSURES

The senior officers of the University have declared:

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

STRATEGIC PROCUREMENT

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

SUBSIDIARY BODIES

From time to time, the University invests in companies that are set up for the purposes of commercialising intellectual property. For a short period after the companies are established, the University may be in the position whereby it has control of the company, in which case the company may be regarded as a subsidiary of the University. However, in these cases the University's interest in the company is not financially material and will be diluted in time through investment from third parties.

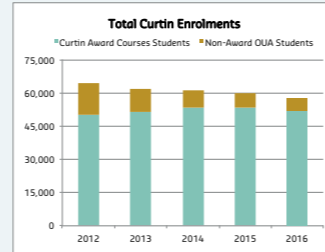
At 31 December 2016, the University had no subsidiaries.

VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

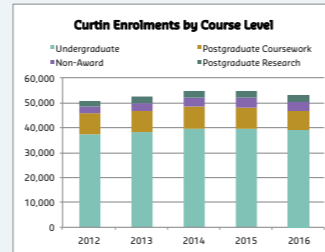
At its meeting on 7 December 2011, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2016 was noted by Council at its meeting on 15 February 2016. The University complies with all 14 protocols.

CURTIN KEY STATISTICS

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



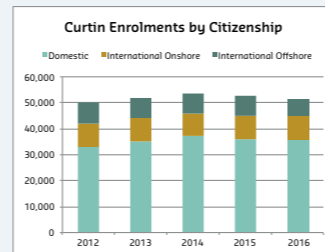
	2012	2013	2014	2015	2016
CURTIN ENROLMENT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS *					
Headcount	50,106	51,595	53,617	53,611	52,994
Attendance: Full-time ratio	69%	68%	68%	69%	69%



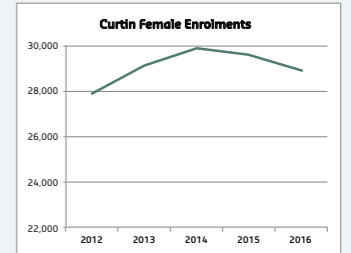
Course Level	2012	2013	2014	2015	2016
Postgraduate Research	2,329	2,306	2,396	2,457	2,405
Postgraduate Coursework	8,522	8,597	8,579	8,485	8,020
Undergraduate	37,303	38,362	39,825	39,722	39,474
Non-Award	2,638	3,071	3,814	3,923	4,023

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

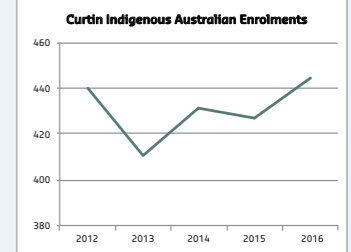
DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	32,823	35,229	37,218	36,192	36,326
International Students studying in Australia	9,267	8,742	8,656	8,733	8,509
from : China (%)	32%	32%	30%	28%	25%
India (%)	2%	3%	4%	7%	13%
Malaysia (%)	15%	14%	13%	12%	12%
Indonesia (%)	7%	7%	6%	6%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



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

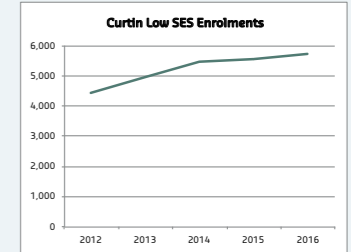


Gender					
Female Students	27,925	29,121	29,887	29,573	29,057
Female Proportion	56%	56%	56%	55%	55%

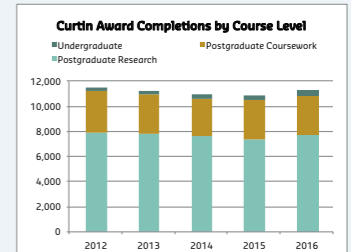


Indigenous Australian Students	440	410	431	427	445
Low Socio-Economic Status (SES) Students	4,451	4,959	5,469	5,563	5,754

AWARD COMPLETIONS					
Total Curtin Completions	11,473	11,267	10,919	10,835	11,025

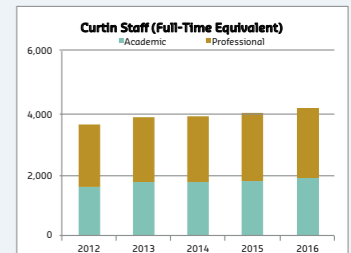


Course Level					
Postgraduate Research	250	284	299	294	307
Postgraduate Coursework	3,320	3,178	2,994	3,146	3,153
Undergraduate	7,903	7,805	7,626	7,395	7,565



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

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



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

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