



Curtin University



Annual Report 2022

Western Australia | Malaysia | Singapore | Dubai | Mauritius

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2022 Annual Report

First Nations acknowledgement

Curtin University acknowledges the traditional owners of the land on which Curtin Perth is located, the Whadjuk people of the Nyungar Nation, of Curtin Kalgoorlie, the Wongutha people of the North-Eastern Goldfields; and First Nations peoples of all Curtin locations.

Cover image:

- 1. A new era of living and learning has begun at Curtin's Perth campus with the opening of its new accommodation facilities in the heart of the academic precinct. Students are pictured here at Twin Dolphin Hall, which offers a range of independent living options to students. Catered accommodation and a supportive program of student activities is provided at the adjacent St Catherine's College. Both of the attractive multi-storey facilities are a short stroll from classes, from the Curtin Stadium's many recreation facilities, from the busy Curtin bus interchange and from the growing number of food and entertainment venues now populating the Exchange precinct, including a boutique grocer.
- 2. Congratulations to John Curtin Distinguished Professor Kliti Grice who was named Scientist of the Year at the 2022 Premier's Science Awards. The internationally renowned organic geochemist and evolution expert has made great strides in understanding formation of life on Earth, the evolution of species, dinosaur extinction and microplastic pollution.
- 3. Curtin was very excited to launch its new Disability Access Inclusion Plan during the year. The new plan focuses on embedding Universal Design thinking into all of the University's activities, supporting Curtin's vision to build student experience, staff engagement and community belonging.



Congratulations to our 2022 Premier's Science Award winners

The great work being done at Curtin to advance scientific knowledge, learning and engagement was well recognised at the 2022 Premier's Science Awards. **John Curtin Distinguished Professor Kliti Grice**, pictured on our cover, was named 2022 Scientist of the Year, in recognition of the outstanding work she has done to help answer longstanding questions about the formation of life on Earth, while a number of other staff and students also received recognition for their significant achievements. World-leading physicist **John Curtin Distinguished Professor Igor Bray** (top left) was inducted into the Western Australian Science Hall of Fame, while Curtin's Autism Academy, led by **John Curtin Distinguished Professor Tele Tan** (top right), was recognised as joint winner in the Chevron Science Engagement Initiative of the Year category. School of Civil and Mechanical Engineering student **Tahlia Prior** (bottom left) won the Shell Aboriginal STEM Student of the Year, and **Kathryn Ross** of the Curtin Institute for Radio Astronomy and the International Centre for Radio Astronomy Research (bottom right) was awarded the joint title of ExxonMobil Student Scientist of the Year.

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Statement of compliance

Honourable Dr Tony Buti MLA
Minister for Education
5th Floor, Dumas House
2 Havelock Street
WEST PERTH WA 6005

Dear Minister

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of Curtin University for the year ended 31 December 2022.

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

Yours sincerely



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor

On behalf of the University Council dated this 15th day of March 2023

About Curtin

Curtin University is Western Australia’s largest university, with 58,611 enrolled students across its Australian and international campuses in 2022*. Of these, 21 per cent held international citizenship.

Established in 1986 and opening its doors to students in 1987, the University takes its name from John Curtin, the influential and widely respected former prime minister of Australia, and continues to embrace his philosophy to ‘look ever forward’, instilling a culture of innovation in its teaching and research, and inspiring staff and students to strive for a better future for all.

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

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

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

- **Faculty of Business and Law**
 - Curtin Law School
 - Curtin Business School
- **Faculty of Health Sciences**
 - Curtin Medical School
 - Curtin School of Nursing
 - Curtin School of Allied Health
 - Curtin School of Population Health
- **Faculty of Humanities**
 - School of Design and the Built Environment
 - School of Education
 - School of Media, Creative Arts and Social Inquiry
- **Faculty of Science and Engineering**
 - School of Civil and Mechanical Engineering
 - School of Earth and Planetary Sciences
 - School of Electrical Engineering, Computing and Mathematical Sciences
 - School of Molecular and Life Sciences
 - WA School of Mines: Minerals, Energy and Chemical Engineering
- **Centre for Aboriginal Studies**
 - The Centre for Aboriginal Studies offers a range of pathway, undergraduate, postgraduate and research programs which aim to broaden Indigenous knowledge and contribute to Aboriginal communities and their wellbeing.

Curtin is a leading research institution, known for its strength in agriculture and environment, astronomy and astrophysics, business, defence, digital and emerging technologies, digital humanities, health and medicine, Indigenous studies, minerals and energy, society and culture, space and sustainability.

Curtin has close links with business, industry, government and the community, and its courses have a strong applied focus, with many involving work-integrated learning. As a result, Curtin graduates are seen as highly desirable by employers, with skills that enable them to be successful and make a genuine and positive contribution in a continuously changing world.

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

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

curtin.edu.au

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

Curtin locations



Perth

Kent Street, BENTLEY WA 6102

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



Perth city

Graduate School of Business
78 Murray Street, PERTH WA 6000



Curtin Law School
57 Murray Street, PERTH WA 6000



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



Midland

Curtin Centennial Place
Centennial Place, MIDLAND WA 6056



Kalgoorlie

Curtin Kalgoorlie
117 Egan Street, KALGOORLIE WA 6430



Malaysia

Curtin Malaysia
CDT 250, Lutong, 98009 Miri,
SARAWAK, MALAYSIA
curtin.edu.my



Singapore

Curtin Singapore
10 Science Park Road, The
Alpha, Science Park II, Level
3, Unit 03-08, SINGAPORE
117684
curtin.edu.sg



Dubai

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



Mauritius

Curtin Mauritius
Telfair, MOKA,
REPUBLIC OF MAURITIUS
curtinmauritius.ac.mu

Chancellor's foreword



It was an honour to lead Curtin's governing body again this year, as the University continued to contribute to the productivity and economic growth of the state, the nation and the communities in which our four global campuses operate. We are extremely proud of the role we play in lifting educational levels within the community, developing a highly skilled labour force across diverse industries and sectors, and driving research and innovation. Curtin is, of course, also a major employer in its own right.

This was the first full year of leadership for Curtin's new Vice-Chancellor, Professor Harlene Hayne, and it was timely that she was able to oversee the development of the University's new strategic plan, *Curtin 2030*, to focus on our strengths and opportunities.

The deep consultation with the University community during the formation of this plan gives me great confidence it will be enthusiastically implemented and will ensure Curtin continues to make a unique difference to our community and the environment in which we live.

Under the new strategic pillars of **people, planet and partnership**, Curtin is focused on making a positive difference to the many communities that it serves through dedication to service and social good. In particular, it will deliver a leading student experience, grow the global impact of its research, further its already considerable industry engagement, and strengthen its commitment to sustainability, in line with the United Nations' Sustainable Development Goals.

Council was keen that the new strategy was relevant to the University as a whole and set a clear expectation of focus and success, while preserving Curtin's distinct competitive advantages. We are happy that the University has a renewed path ahead for building on its already impressive profile and reputation. Once again, Curtin consistently ranked ninth nationally across a number of global rankings this year, continued world number two for mining/mineral engineering for the sixth year in a row and achieved its highest ever result in the QS World University Rankings.

We're also proud that Curtin students continue to enjoy the highest employment rate in Western Australia and the third highest employment rate in the nation.

Continuing to navigate the pandemic

Curtin was able to keep its Western Australian campuses operating in a relatively standard way throughout 2022, despite some challenges in the first quarter as the state emerged from its COVID-19 isolation bubble and dealt with large numbers of infections in the community for the first time. The University developed a business continuity plan to maintain the campus experience wherever practicable while keeping the community as safe as possible. It was very gratifying to see key university events such as Orientation Week and graduations able to go ahead and classes only minimally disrupted. The University was also very excited to be able to welcome its international students back to our shores after their long absence.

The high caseload numbers did, of course, take a toll on our workforce as they did on the workforces of many other organisations and I applaud the tenacity of staff in managing around the absences of their colleagues to keep our operations running as smoothly as possible. We don't know what COVID-19 might still have in store for us, but we are all now well practised in adjusting to its demands and are confident that we will continue to offer a great experience to our students next year.

Students first

Indeed, Curtin aims to put students at the very heart of everything it does. A unique student experience is shaped by great teaching, world-leading research and a vibrant campus offering sector-leading facilities. It was wonderful to see our Exchange precinct at the northern end of our Perth campus springing to life this year, as students occupied its impressive new accommodation facilities – Twin Dolphin Hall and St Catherine's College – and made the most of living and learning on campus. The planned opening of a range of retail and hospitality facilities in Exchange, in addition to the supermarket that opened in the second half of this year, is set to make this precinct even more attractive for students and the broader community in 2023.

This precinct – which also incorporates residential apartments, a boutique hotel and co-working spaces for industry – is a first for a Western Australian university and is all part of our vision of bringing education, industry and community together to share knowledge, creativity and ideas and serve as a catalyst for innovation. Curtin has always been known for its connection to industry and its ability to innovate, and we hope that Exchange will help us to take this to the next level.

It was extremely gratifying to see Exchange being awarded this year's Environmental Excellence Award by the Urban Design Institute of Australia (WA), which recognises innovative leaders in the state's urban development field. In particular, the judges praised the precinct's overall economic, social and environmental aspects, reflecting our strong commitment to sustainability.

Key Council considerations

The University Council met seven times during 2022. In addition to overseeing the development of the strategic plan and monitoring Curtin's ongoing response to COVID-19 and the introduction of a vaccine mandate, some of the key matters it considered included:

- Approval of a health and safety due diligence plan following the enactment of the new Work Health and Safety Act, which modernises Western Australia's previous occupational health and safety legislation.
- Approval of a new strategic risk appetite.
- Approval of the final stages of the TL Robertson Library refurbishment which is modernising this much-loved and used facility to offer reliable and sustainable library operations and ensure it remains the critical heart of our University.

- Approval of the University's successful Trailblazer bid, part of the federal government's \$242 million program for building university capabilities in research commercialisation. Curtin was the first university to be named a Trailblazer recipient, leading the Resources Technology and Critical Minerals Trailblazer in partnership with the University of Queensland and James Cook University.

Council welcomed and farewelled a number of members in 2022: co-opted member Dr Kate Stannage departed and Rob Cole joined as a new co-opted member; Dr Kristy Noakes replaced Catherine Clark as the member elected by salaried general staff; and Governor-appointed member Michael Lundberg was farewelled following his appointment to the Bench of the Supreme Court. With regards to members elected by students, Council farewelled postgraduate student May Majimbi; welcomed and farewelled undergraduate student Lapo Bagazzi, along with postgraduate students Ayomide Ogundipe and Hameed Mohammad; welcomed postgraduate student Mitch Craig; and farewelled and welcomed back undergraduate student Jeremy Ash.

I thank all of our Council members for the time and expertise they invest in ensuring the University is well governed and proactively supported in its aspirations for future success. We look forward to working with the Vice-Chancellor and the whole University team in resourcing and supporting the implementation of our new strategic plan in 2023 and beyond.

Dr Andrew Crane
Chancellor

About the Chancellor

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

Vice-Chancellor's report



This year marked my first full year as Vice-Chancellor; it has been my great pleasure to learn more about the bold character of Curtin, and its enduring reputation as a global, practical and impactful university with a strong commitment to providing opportunities for all.

COVID-19 initially prevented me from visiting the University before taking up my new role, so I had much to discover upon my arrival in Perth in April 2021. Now that travel restrictions have eased, I have been able to experience first-hand the excellence Curtin exhibits on the global stage, visiting our campuses in Dubai, Malaysia, Singapore and Mauritius throughout the year.

Curtin Dubai is building a notably strong presence in the region, attracting Australian Consul General Mr Ian Halliday to speak at this year's graduation ceremonies about the achievements of its students from more than 70 different nations.

Curtin Malaysia remains our oldest and largest global campus, and it has continued to flourish despite particularly tough lockdowns and restrictions. This year it celebrated the graduation of 628 students whose ceremonies were delayed due to COVID-19, and I look forward to celebrating many more.

In Singapore, we saw perhaps our biggest changes in our global portfolio, unveiling a new campus in the heart of the island's bustling Singapore Science Park 2 precinct. The strategic location alongside industry paves the way for an exciting new era of collaboration. The new space is also equipped to cater to Curtin Singapore's fresh new programs, including degrees in information technology, data science and cyber security and the Master of Business Administration.

My final visit for 2022 was to Curtin Mauritius, where I had the privilege of meeting some of the exceptional graduates making a difference in the region, including Dr Zaheer Allam, whose work in the sustainability space has been adopted at both policy and legislative levels and earned him national decoration by the President of Mauritius.

All of our Pro Vice-Chancellors are doing outstanding work in leading our global campuses and I thank them for representing Curtin with such dedication and pride across the Indian Ocean rim.

Along with the easing of travel restrictions came the return of international students, and I have been overjoyed to see the campus buzzing with new life once again. Excitingly, we are anticipating an even greater increase in international student numbers next year.

Change at Exchange

Here in Western Australia, our Perth campus continues to expand our vision for an exceptional and immersive on-campus experience for our students as well as our industry and community partners.

The opening of our award-winning, industry-connected Exchange precinct marks the beginning of a new era for students living, working and playing on campus. It includes more than 1,000 new accommodation beds, available just in time for the significant inflow of international student into the state amidst a sharply tightening rental market.

The two new, multi-storey accommodation facilities, which offer a range of independent and supported living options, are already proving to be a game-changer in attracting both domestic and international students to Curtin. And, of course, we are really enjoying having students residing right in the heart of our campus!

The stunning new School of Built Environment and Design is also part of the industry-connected innovation district. As well as featuring an exhibition space and makerspace, it accommodates the WA Country Health Service (WACHS) Research and Innovation team – a collaboration between WACHS and Curtin that is driving research to help address the unique health care needs of regional Western Australians.

Curtin College, which offers a unique and personalised pathway to university for thousands of international students from across the globe, was one of the first organisations to take up residence in Exchange in stunning new premises. This move from its existing accommodation on campus doubles its student capacity and provides students with ready access to a range of great facilities to enhance their campus experience.

Amplifying truth-telling

The Carrolup Centre for Truth-telling, a project of our John Curtin Gallery, continues to play an important role in illuminating the ongoing legacy of colonial settlement in Western Australia. The Gallery is the custodian of *The Herbert Mayer Collection of Carrolup Artwork*, a collection of artworks by children of the Stolen Generations, detained at the Carrolup Native Settlement near Katanning in the 1940s.

During the year, Curtin received a \$1.76 million grant from Lotterywest to help us further develop the Centre, including the establishment of education, truth-telling and healing programs around the artworks. We are also establishing a city presence for a small collection of the artworks and other artefacts to further raise awareness of their presence and their importance.

Blazing a new trail

Curtin was named the first of Australia's Trailblazer universities to receive a share of more than \$242 million in federal government funding to develop a research commercialisation hub to turn research outputs into breakthrough services, products and businesses. The Curtin-led Resources Technology and Critical Minerals Trailblazer Hub will drive the cultural shift needed to facilitate the pathway from resources technology research to commercial outcomes, adding significant value, resilience and sovereign capability throughout Australia's critical minerals and hydrogen energy value chains.

The project is in partnership with the University of Queensland and James Cook University, as well as more than 30 industry partners across Australia involved in value chains requiring lithium, nickel, cobalt, vanadium and hydrogen resources. This project speaks to everything Curtin is as a university – innovative, highly collaborative, industry-facing, impactful and community-minded. We are proud to be able to lead this exciting partnership.

Staff and students shine

Another great source of pride for Curtin is, of course, our extraordinary staff and students. Both academic and professional staff have produced exceptional work in 2022, and these efforts have not gone unnoticed, most noticeably at the Premier's Science Awards. Evolution expert, John Curtin Distinguished Professor Kliti Grice, was named 2022 Scientist of the Year, while world-leading physicist John Curtin Distinguished Professor Igor Bray was inducted into the Western Australian Science Hall of Fame.

Curtin's Autism Academy, led by John Curtin Distinguished Professor Tele Tan, was recognised as joint winner in the Chevron Science Engagement Initiative of the Year category and. School of Civil and Mechanical Engineering student Tahlia Prior won the Shell Aboriginal STEM Student of the Year, while Kathryn Ross of the Curtin Institute for Radio Astronomy and the International Centre for Radio Astronomy Research was awarded the joint title of ExxonMobil Student Scientist of the Year.

More recently, Dr James Leigh, a new Curtin Medical School graduate, won a prestigious Rhodes Scholarship in the Australia at Large category, and will be going to the University of Oxford to undertake a one-year Master of Science in Applied Digital Health, working towards improving health services in rural and remote areas. As the third Curtin recipient of a coveted Rhodes Scholarship, Dr Leigh is a testament to the soaring heights our students can reach.

This is just a snapshot of the incredible talent that Curtin is fortunate to call our own, and I am so proud of these brilliant minds and their brilliant work.

Vice-Chancellor's report (continued)

enAbling new pathways

The University was thrilled to have the new Curtin enAble Institute launched by the Hon Amber-Jade Sanderson MLA, Minister for Health, in August. The Institute is working in partnership with communities and industry to conduct innovative research that enables consumer-led, evidence-based solutions to be implemented to help people of all ages and abilities to live healthy and flourishing lives.

We are also very pleased to be collaborating with the Western Australian Country Health Service and the Royal Flying Doctor Service to improve the health and wellbeing of our regional areas, following the announcement of \$16 million of federal funding for a University Department of Rural Health (UDRH) for nursing and allied health training in the Goldfields. Complementing Curtin's existing medical training presence in the Goldfields region, this new UDRH will help boost the rural primary care workforce, improve health outcomes in rural and regional communities, and give our students a taste of what it's like to work in the bush.

I am also very proud that Curtin is forging ahead as a champion for equity and wellbeing, working across various sectors to ensure everyone has a fair go. In July, federal Education Minister Jason Clare announced that he would provide further funding of \$20.5 million over four years for the National Centre for Student Equity in Higher Education (NCSEHE), hosted at Curtin, which is focused on improving higher education participation and success for marginalised and disadvantaged people.

Vale Professor Don Watts

The Curtin community was deeply saddened by the passing in May, of one of its former leaders, Professor Don Watts, who was hugely instrumental in the shaping of the University, as the second Director of the Western Australian Institute of Technology (WAIT), as Curtin was formerly known. Under his dynamic and entrepreneurial leadership, WAIT flourished as an institution. He was a significant and influential figure in Australian education and led WAIT's controversial push to become a university. He is very fondly remembered at Curtin, with a high-achieving student scholarship and student housing complex named in his honour.

Looking ever forward

October saw some illustrious visitors entering our orbit. The US Ambassador to Australia, Caroline Kennedy, and the US Consul General, Siriana Nair, visited Curtin's Perth campus to celebrate US-Australian relations, focusing on Curtin's Space Science and Technology Centre's role as the formal representative to NASA for planetary science in Australia through the NASA Solar System Exploration Research Institute, the Binar Program and the Desert Fireball Network.

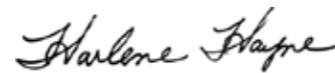
On the same day, the Ambassador of France, His Excellency Jean-Pierre Thébault, visited the Curtin Institute of Radio Astronomy, during his first official engagements in Western Australia. France and Australia are both fundamental partners in the multi-billion euro Square Kilometre Array project, along with 14 other nations.

Soon after this visit, Prime Minister Anthony Albanese and the Hon Madeleine King, Minister for Resources and Northern Australia, arrived to announce the Federal Government's new initiatives to accelerate the growth of the critical minerals sector and support clean energy technologies. They also met with representatives of the Space Science and Technology Centre, the Curtin Institute of Radio Astronomy and the Resources Technology and Critical Minerals Trailblazer for an overview of innovative projects, new discoveries in space exploration and radio astronomy, and direct tangible impacts for industry and communities.

We're looking forward to the reopening of our newly renovated T L Robertson Library at the commencement of Semester 1, following its closure this year to undertake critical infrastructure works and modernise its facilities for the digital age. It will deliver a unique and greatly enhanced experience for the many, many students who use it throughout the year, as well as the wider community.

We are also looking forward to activating our new Strategic Plan, *Curtin 2030*, after its successful launch during the year. With its three main pillars of **People, Planet and Partnerships**, it is squarely focused on 'making a difference', guided by the UN Sustainable Development Goals.

At the heart of all these developments is, of course, our students. And as we welcomed them all back on campus, after the disruptions of the COVID pandemic, we redoubled our efforts to provide a rich, multifaceted student experience for all.



Professor Harlene Hayne CNZM
Vice-Chancellor

About the Vice-Chancellor

Professor Harlene Hayne commenced as Curtin Vice-Chancellor in April 2021. She was previously the Vice-Chancellor of the University of Otago in New Zealand. American by birth and a psychological scientist by training, she is a Fellow of the Royal Society of New Zealand and of the Association for Psychological Science. In January 2022 she was made a companion of the New Zealand Order of Merit (CNZM), one of the country's highest accolades, for her outstanding services to health and wellbeing. This follows the awarding of the New Zealand Order of Merit to her in 2009 for services to scientific and medical research. Professor Hayne received a Bachelor of Arts from Colorado College and a Master of Science and PhD in Behavioural Neuroscience from Rutgers University. She joined the University of Otago in 1992 and in 2011 became the Vice-Chancellor. In 2012 she received an Honorary Doctor of Science degree from Colorado College, USA, and in 2021 she received an Honorary Doctor of Laws from the University of Otago.



Curtin's Exchange precinct takes student life on the Perth campus to new heights, offering an award-winning hub for education, accommodation, recreation and industry connection.

COVID-19 snapshot

Western Australia’s strict border control measures throughout 2021 kept COVID-19 infections at very low numbers compared to the rest of Australia and the world. But 2022 provided fresh challenges for the state as it emerged from its isolation bubble – albeit highly vaccinated – and reckoned with the new Omicron strain. Curtin’s Western Australian campuses were largely open for business throughout 2022, although many precautions were taken to minimise transmission, including the introduction of a vaccine mandate for staff, students and visitors in the first part of the year.

January	<p>Expectations that Western Australia is about to open up to the world again are dashed when cases of the new and highly transmissible Omicron variant are identified in the community. The Premier of Western Australia announces the indefinite postponement of the planned 5 February reopening of the state’s borders, given that the likely impacts of Omicron are still unknown. This creates complications for many international students making their way to Western Australia, and Curtin starts working with the government to explore all options for supporting them to study in first semester.</p> <p>As staff return to campus after the Christmas holiday break, COVID-19 exposure sites are identified for the first time on the Perth campus. Staff are encouraged to start taking laptops and essential work materials home each night should they need to work from home at short notice.</p>
February	<p>On 7 February, the Premier advises that the state is about to embark on its most challenging phase of the pandemic and is moving to a ‘high caseload’ setting: the number of daily reported cases is about to rapidly increase from just over 20 at the end of January to close to 10,000 by the end of March. Curtin staff are advised to continue to come to work, but to wear masks indoors, continue their check-ins in at venues displaying the SafeWA QR code, monitor exposure sites and follow all COVID-safe guidelines.</p> <p>A business continuity plan is developed to guide Curtin’s operations in this new landscape, to be updated throughout the year as the situation evolves. It is based on maintaining the campus experience as long as practicable while ensuring the Curtin community is kept safe.</p> <p>Orientation Week goes ahead to welcome students back to campus, offered as both a COVID-safe event and an online experience. Contingency plans are put in place to respond to any emerging restrictions for O Week and for the nine outdoor graduation ceremonies that will soon be held on the Perth campus.</p> <p>After the state’s vice-chancellors lobby to secure the safe entry of international students, the state government announces that, as of 15 February, international students will be able to travel to Western Australia to study so long as they are vaccinated, have an approved G2G pass, test negative to COVID and undergo seven days of self-quarantine. Curtin continues to work with its international students to secure appropriate quarantine accommodation for them, both in Curtin housing and off-campus, and to provide them with wellbeing support.</p> <p>With strong support from staff and the Student Guild, and following a risk assessment, Curtin decides to implement its proposed vaccination mandate as a crucial way of protecting the health, safety and wellbeing of the University community. This applies to staff, students, contractors, tenants and visitors who wish to attend a campus or facility, or to participate in a University activity involving physical interaction with others, unless they have a valid exemption.</p>
March	<p>With the third dose vaccination rate in Western Australia having climbed to record levels, the premier announces that interstate and international borders will open to vaccinated travellers from 3 March, subject to testing on arrival and additional COVID restrictions in the community. Universities are required to adhere to the two square metre rule and a 150-person limit indoors in their teaching and learning activities and, while Curtin remains committed to maintaining as many of its on-campus activities as possible, this requires some classes to be moved online or cancelled and make-up classes scheduled.</p> <p>In light of the increasing COVID-19 caseload, Clinipath opens a drive-through COVID-19 testing clinic on the Perth campus for staff, students and members of the community. This will remain open until the end of September.</p> <p>A review is completed of health and safety controls including ventilation systems across campus to ensure they comply with federal and state requirements and University-wide contact tracing processes are established, allowing staff and students to self-notify and follow government quarantine requirements.</p>

April	<p>With COVID-19 hospitalisations and ICU admissions lower than expected, restrictions are eased, meaning that Curtin is able to remove the two square metre rule and 150-person limit from its classrooms and stop using contact registers and QR codes. By the end of April, face masks no longer need to be worn on Curtin campuses, although their continuing use is encouraged. Capacity limits are removed for all events.</p> <p>Although the government removes the requirement to show proof of vaccination to enter venues and businesses, mandatory workplace vaccination requirements stay in place and Curtin’s mandate remains.</p>
May	<p>Curtin’s Undergrad Day, which had been postponed from April because of COVID capacity limits, goes ahead on 1 May. More scaled down and targeted than its usual Open Day, the event welcomes more than 5,000 prospective students and guests to campus to speak in person to academics and experience campus life.</p> <p>The state’s daily case numbers climb to 15,000, with close to 90,000 active cases recorded on 20 May. While the number of serious illnesses, deaths and hospitalisations thankfully remains much lower than predicted, Curtin, like many other organisations, is feeling the pinch of staff needing to stay at home because they are unwell or are required to isolate. As resources become stretched and COVID fatigue sets in, staff and students are regularly reminded of the wellbeing support available to them.</p>
June	<p>The Premier announces that Western Australia’s world-leading vaccination rates have been critical in delivering it a soft landing from COVID and, subsequently, its COVID-19 vaccination mandate for most workplaces will now be revoked. This takes effect from 10 June. Curtin begins its own risk assessment review.</p>
July	<p>When students return for second semester on 25 July, it’s in an atmosphere of care rather than containment – campus life is largely back to normal, albeit some individuals are still choosing to wear masks and keeping a safe distance is still encouraged. Curtin, like other universities, works with the state government to provide a ready supply of Rapid Antigen Tests to students and staff at its Western Australian campuses as a further way of mitigating the spread of the virus.</p> <p>An engagement period begins on 20 July to seek staff and student feedback on whether the Curtin vaccination mandate should continue.</p>
August	<p>Following the University’s risk assessment review and the community feedback period, Curtin decides to revoke its vaccination mandate, with individuals no longer required to provide evidence of their vaccination status to work, attend campus or participate in Curtin activities (unless required for certain healthcare settings). However, the Curtin community is still encouraged to stay up to date with their vaccinations.</p>
September	<p>The National Cabinet decides that, as of 9 September, those with COVID-19 and their close contacts with symptoms are required to isolate for five days rather than seven. This is designed to enable those who have tested positive to return to work sooner while still protecting those at risk. Mask wearing rules are also eased on all public and passenger transport. On campus, life is starting to feel more and more like the pre-COVID years.</p>
October/ November/ December	<p>As of 14 October, in line with the decision made by National Cabinet, Western Australia removes all COVID-19 mandatory isolation requirements. However, staff and students are reminded to stay at home when unwell or waiting for the results of a COVID test. With few restrictions now in place, it increasingly feels like COVID-19 is taking a back seat, despite reported cases in Western Australia still exceeding 10,000 in November and December and emerging new Omicron variants driving an increase in case numbers overseas. Staff head off for their Christmas break happy that life (including the ability to travel) has returned largely to normal, but there is still a degree of uncertainty as to what the next year will bring.</p>

Response at Curtin’s global campuses

Curtin’s global campuses in Malaysia, Singapore, Dubai and Mauritius continue to respond individually to the COVID-19 pandemic in 2022, in line with the government directives within those countries and jurisdictions. Curtin Malaysia is able to reopen its campus after an effective two-year closure because of the pandemic, but the impact of missing out on two full cohorts of students continues to be felt. At all campuses, COVID-19 cases and restrictions decline over the course of the year, enabling a return to face-to-face classes and other activities on campus.

External honours and recognition

Significant recognition for Curtin staff

- Evolution expert, **John Curtin Distinguished Professor Kliti Grice**, was named **2022 Scientist of the Year** at the **Premier's Science Awards** for her work in understanding formation of life on Earth, the evolution of species, dinosaur extinction and microplastic pollution. Other Curtin researchers to be recognised for their exceptional achievements included: world-leading physicist, **John Curtin Distinguished Professor Igor Bray**, who was inducted into the Western Australian Science Hall of Fame; School of Civil and Mechanical Engineering student **Tahlia Prior**, who was named joint Shell Aboriginal STEM Student of the Year; **Kathryn Ross** from the Curtin Institute for Radio Astronomy and International Centre for Radio Astronomy Research, who shared the joint title of ExxonMobil Student Scientist of the Year; and Curtin's Autism Academy, led by **John Curtin Distinguished Professor Tele Tan**, which was recognised as joint winner in the Chevron Science Engagement Initiative of the Year category.
- **Professor Kliti Grice** was also invited by the Royal Swedish Academy of Sciences to present at the **2022 Crafoord Prize Symposium in Geosciences**, one of only six international presenters and the only Australian researcher presenting at the prestigious event.
- Four Curtin researchers were recognised in the **Western Australian Young Tall Poppy Science Awards** which recognise outstanding contributions to science research, communication and outreach: nutritional scientist **Associate Professor Lucinda Black** and perinatal epidemiologist **Dr Gizachew Tessema** from Curtin's School of Population Health; digital anthropologist **Associate Professor Crystal Abidin** from Curtin's School of Media, Creative Arts and Social Inquiry; and astrophysicist

Dr Danny Price from the Curtin node of the International Centre of Radio Astronomy Research and the Curtin Institute of Radio Astronomy.

- **John Curtin Distinguished Professor Kim Scott** was the winner of an esteemed **State Cultural Treasures Award** which celebrates influential elders of Western Australia's artistic community and are presented every six or seven years. Professor Scott, from the School of Media, Creative Arts and Social Inquiry, won the writing category for his multi award-winning body of work which includes *True Country*, *Benang: From the Heart* and *That Deadman Dance*.
- **Dr Jacob Martin**, Faculty of Science and Engineering, and **Associate Professor Mingming Cheng**, Faculty of Business and Law, were selected as recipients of the **ABC TOP 5 Science and Humanities residencies 2022**. The residencies support researchers to develop their communication skills and media awareness to better share their ideas and specialist knowledge widely through expert commentary and analysis.
- **Associate Professor Katarina Miljkovic** was selected as the **Australian Institute of Physics Women in Physics Lecturer** for 2022. Leading Curtin computational chemist **Dr Raffaella Demichelis** was the first Australian researcher to be awarded the prestigious **FG Houtermans Award**, presented annually by the European Association of Geochemistry to scientists in their early to mid-career for exceptional contributions to geochemistry.

- **Dr Sharon Smart** from the School of Allied Health received a Citation for **Outstanding Contributions to Student Learning** at the 2021 Australian Awards for University Teaching.
- Eight Curtin researchers were named among the world's most influential scientists in **Clarivate's Highly Cited Researchers List** for 2022 for their broad influence in their fields of research: **John Curtin Distinguished Professor Zongping Shao** (Chemistry, Materials Science); **John Curtin Distinguished Professor Moses Tade** (Cross-Field); **John Curtin Distinguished Professor Simon Wilde** (Geosciences); **John Curtin Distinguished Professor Yong Hong Wu** (Mathematics); **John Curtin Distinguished Professor Kingsley Dixon** (Cross-Field); **John Curtin Distinguished Professor Peter Gething** (Cross-Field); **Professor Nick Golding** (Cross-Field); **Professor Xiangyu Wang** (Engineering).
- **Professor Helen Slater** of the School of Allied Health received a **2022 Brilliant Women in Digital Health Award** from Telstra Health. Professor Slater was honoured for her leadership and transformative work in pain care and was the only Western Australian winner among 25 finalists from across the nation.
- The Intergovernmental Panel on Climate Change (IPCC) was one of two winners of the **2022 Gulbenkian Prize for Humanity**, alongside the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. **John Curtin Distinguished Professor Peter Newman** and **Dr Alessandro Sanches Pereira** of the Curtin University Sustainability Policy Institute contributed to this achievement as authors of the IPCC's 6th Assessment Cycle report.

- Astrophysicist **Dr Adelle Goodwin** from Curtin's School of Electrical Engineering, Computing and Mathematical Sciences and the Curtin node of the International Centre for Radio Astronomy Research was named a **Superstar of STEM** by Minister for Industry and Science the Hon Ed Husic MP.
- The **MissionsConnect project**, led by **Professor Reena Tiwari** from the School of Design and the Built Environment won multiple awards during the year including two state and one national award from the **Planning Institute of Australia**, and the **National 2022 Australian Computer Society's Digital Disruptors' Award for ICT Service Transformation for the Digital Customer**. MissionsConnect virtually recreates mission sites where children from the Stolen Generations were held in Western Australia to offer a tool for truth-telling, healing and reconciliation.
- **John Curtin Distinguished Professor Hong Hao**, from the Centre for Infrastructural Monitoring and Protection and School of Civil and Mechanical Engineering, was awarded the prestigious **Nishino Medal** for his outstanding contribution to structural engineering and construction in the Asia-Pacific region.
- **Dr Natasha Hurley-Walker** from the Curtin node of the International Centre for Radio Astronomy Research was awarded the **Anne Green Prize** by the Astronomical Society of Australia. The prize recognises a significant advance or accomplishment by a mid-career scientist.



Dr Raffaella Demichelis: winner of the FG Houtermans Award.



Dr Natasha Hurley-Walker: winner of the Anne Green Prize.

- **Adjunct Professor Peter Teunissen** from the School of Earth and Planetary Sciences was awarded the prestigious **Vening Meinesz Medal 2022** from the European Geosciences Union for his 'pioneering and influential work ranging from fundamental geodetic theory to breakthrough innovations in Global Navigation Satellite System modelling and precise positioning'.
- **Adjunct Professor Jacob John** from the School of Molecular and Life Sciences was awarded the **Gerald W Prescott Award** by the Phycological Society of America for the best book on algae published in the last two years, *The Diatom Flora of Australia*.
- **Dr Fei Sim**, Curtin Medical School, was elected the **National President of the Pharmaceutical Society of Australia (PSA)**, the first female PSA President and the first from Western Australia.
- **Holly Bradley**, School of Molecular and Life Sciences, won the **Next Generation Ecologist Award** from the Ecological Society of Australia, which recognises excellence in research in Australian ecology and supports early-career researchers.
- **Louise Wright**, the Strategy and Operations Lead for Curtin's student support area, Curtin Connect, was the winner of the **Excellence in Leadership** category for the **ATEM (Association for Tertiary Education Management) 11th annual Best Practice Awards 2022**. These awards recognise outstanding performance in disciplines essential to the professional management of tertiary education in Australasia.

Significant recognition for Curtin students and alumni

- Two Curtin students were named winners at the **2021 Premier's Science Awards**. Theoretical physics PhD candidate **Liam Scarlett** was named a joint winner of the **ExxonMobile Student Scientist of the Year** for his work in developing a theory and a suite of computer programs to produce the most detailed database of electron-molecule reaction probabilities to date, which was used by scientists working on the International Thermonuclear Experimental Reactor. Third-year Curtin Medical School student **Daniel Curran** was awarded the **Shell Aboriginal STEM Student of the Year** for his commitment to closing the gap, including in his role as the first Aboriginal tutor in Curtin's Indigenous Tutorial Assistance Scheme.
- **Dr James Leigh**, a recent Curtin Medical School graduate, won a prestigious **Rhodes Scholarship** in the 'Australia at Large' category, and will be going to Oxford to undertake a one-year Master of Science in Applied Digital Health, followed by a one-year Master of Science in Translational Health Sciences. James has a great interest in using data to improve health services in rural and remote areas.
- Creative Writing graduate **Molly Schmidt** won the **2022 City of Fremantle Hungerford Award** for her manuscript *Salt River Road*, a coming-of-age story set in regional Western Australia in the 1970s. In a parallel narrative, *Salt River Road* acknowledges the stories and wisdom of the Traditional Custodians of the Great Southern region, the Menang and Goreng people. Molly received her Honours Degree in Creative Writing in 2021.



New Colombo Plan Scholarship winners Georgia Henderson, Alexander Jayasuria and Fraser Robb.

- The following journalism graduates were recognised at the **WA Media Awards**: **Daryna Zadvirna**, WA Journalist of the Year; **Keane Bourke**, Best New Journalist; and **Charles Mills**, Best Student Journalist. Two journalism graduates were also recognised at the **Rural Media Association Awards**: **Cally Dupe**, Best New Entrant (joint winner) and **Amber Lilley**, Best News Coverage – Print.
- Four Curtin students were named in the 2022 round of the **New Colombo Plan Scholarship (NCP)** program: **Georgia Henderson**, Law and International Relations double degree; **Alexander Jayasuria**, Bachelor of Commerce (Economics); **Niamh Wilkins**, Bachelor of Law and Bachelor of Commerce (Marketing); and **Fraser Robb**, Electrical and Electronic Engineering Honours and Computer Science double degree. Georgia was also one of just 24 students in Australia to be named a prestigious 2022 NCP Fellow.
- Curtin graduate **Caitlyn Rintoul** won a prestigious **Walkley Award for Excellence in Journalism**, in the Business Journalism category. *The West Australian* journalist and 2015 alumni was recognised for her ground-breaking reporting into uncovered instances of sexual harassment and assault on mine sites across the state, sparking a parliamentary inquiry.
- Curtin PhD students **Kate Spicer** (School of Electrical Engineering, Computing and Mathematical Sciences) and **Callan Wood** (Curtin Institute of Radio Astronomy) were named prestigious **Forrest Research Foundation Scholars**. Kate's research will involve the modelling of proton collisions in helium and water to produce knowledge that can be used in nuclear fusion work and in the development of proton cancer therapy. Callan will use data from observations made around the world to construct images of giant jets emerging from black holes, expanding our understanding of the basic physics of the Universe.
- Three student teams from the **School of Design and Built Environment** won the first, second and third place awards at the **2022 Fleetwood Challenge Cup**, which showcases Australia's leading architectural, engineering and construction management students.
- **Brad Egan**, graduate of the School of Molecular and Life Sciences, was named **Australia's Young Farmer of the Year** for his work on precision agriculture.
- Bachelor of Fine Arts (Painting and Printmaking) graduate **Chris Hill** was honoured in the design category of the **State Cultural Treasures Awards** for his work as a set designer for theatre and for film and television series.



James Leigh: Rhodes Scholarship winner.

Community awards bestowed by Curtin

Honorary doctorates

Honorary doctorates formally and publicly recognise the exceptional or distinguished contribution of an individual to the University, the broader society or a field of academic endeavour. In 2022, the following individuals received awards.



- **The Hon Dr Ben Wyatt**, Honorary Doctor of Commerce: in recognition of his distinguished public service to the State's economy, and to Aboriginal people through land reform and equity initiatives.
- **Dr Libby Lyons**, Honorary Doctor of Letters: in recognition of her distinguished service to the social sciences through outstanding and influential advocacy for gender equality in the workplace in Australia and internationally.
- **Dr Charlie Bass**, Honorary Doctor of Commerce: in recognition of his outstanding support of innovation and entrepreneurship as key drivers of Western Australia's economy.
- **Dr Neil Warburton**, Honorary Doctor of the University: in recognition of his distinguished service to Curtin and the mining and resources sector through outstanding leadership, advocacy and support of higher education.
- **Dr Keith Spence**, Honorary Doctor of Engineering: in recognition of his distinguished and significant service to the field of engineering, including a substantial record of contribution to the education, training and resources sectors in Australia.
- **Dr John Hewson**, Honorary Doctor of Commerce: in recognition of his distinguished service to business and economics, with exceptional contributions to Australian economic policy and the financial system in academia, business, government, politics and the media.
- **Dr Sandra Eades**, Honorary Doctor of Medicine: in recognition of her outstanding and distinguished service to medical research, Indigenous health, and to professional organisations.
- **Dr Janice Bell**, Honorary Doctor of Medicine: in recognition of her outstanding contribution at state and national levels to the field of general practice and medical workforce education and training and her service as inaugural Chair of the Curtin Medical School external advisory committee.

Alumni awards

The Alumni Awards were established by Curtin in 2014 to recognise graduates who have demonstrated outstanding accomplishments and excellence in their field of endeavour. In 2022, awards were presented to the following 2021 Alumni Awards winners.

- **Lifetime Achievement Award – Dr Amanda Healy** (Graduate Certificate in Small Business Growth Management, 2008; Master of Business Administration, 2016): the Indigenous social entrepreneur was recognised for her sustainable contribution to Aboriginal and Torres Strait Islander innovation, business and enterprise.
- **Community Service Award – Mr Kim Collard** (Bachelor of Applied Science [Aboriginal Community Management and Development], 1998; Graduate Diploma in Health Economics, 2005; Master of Health Economics [Aboriginal Health], 2006; Associate Diploma in Aboriginal Community Management, 2007): the Kulbardi and Kooya Fleet Solutions Chief Executive Officer and Bibbulmun Fund Chair was recognised for his significant contribution to the wellbeing of Aboriginal and Torres Strait Islander people.
- **Innovation Award – Dr Mustafa Atee** (Bachelor of Pharmacy, 2005; Postgraduate Diploma in Pharmacy, 2011; Master of Pharmacy (Clinical Pharmacy), 2012; Doctor of Philosophy, 2022): the co-founder of AI-powered pain assessment tool PainChek® was recognised for his dedication to dementia research.
- **Young Achievement Awards:**
 - **Mr Pan Pan** (Master of Professional Accounting, 2010): the Perth Airport Aviation Business Development Vice President was recognised for his work to connect Western Australia with Asian countries to facilitate trade, business and cultural exchange during the pandemic and his long-term dedication to service in immigrant communities.
 - **Lieutenant Commander Ashleigh Payne** (Graduate Certificate of Geography, 2019): the Royal Australian Navy Lieutenant Commander was recognised for her outstanding achievement as a junior leader within the RAN, specifically as Commanding Officer at HMAS Bathurst.

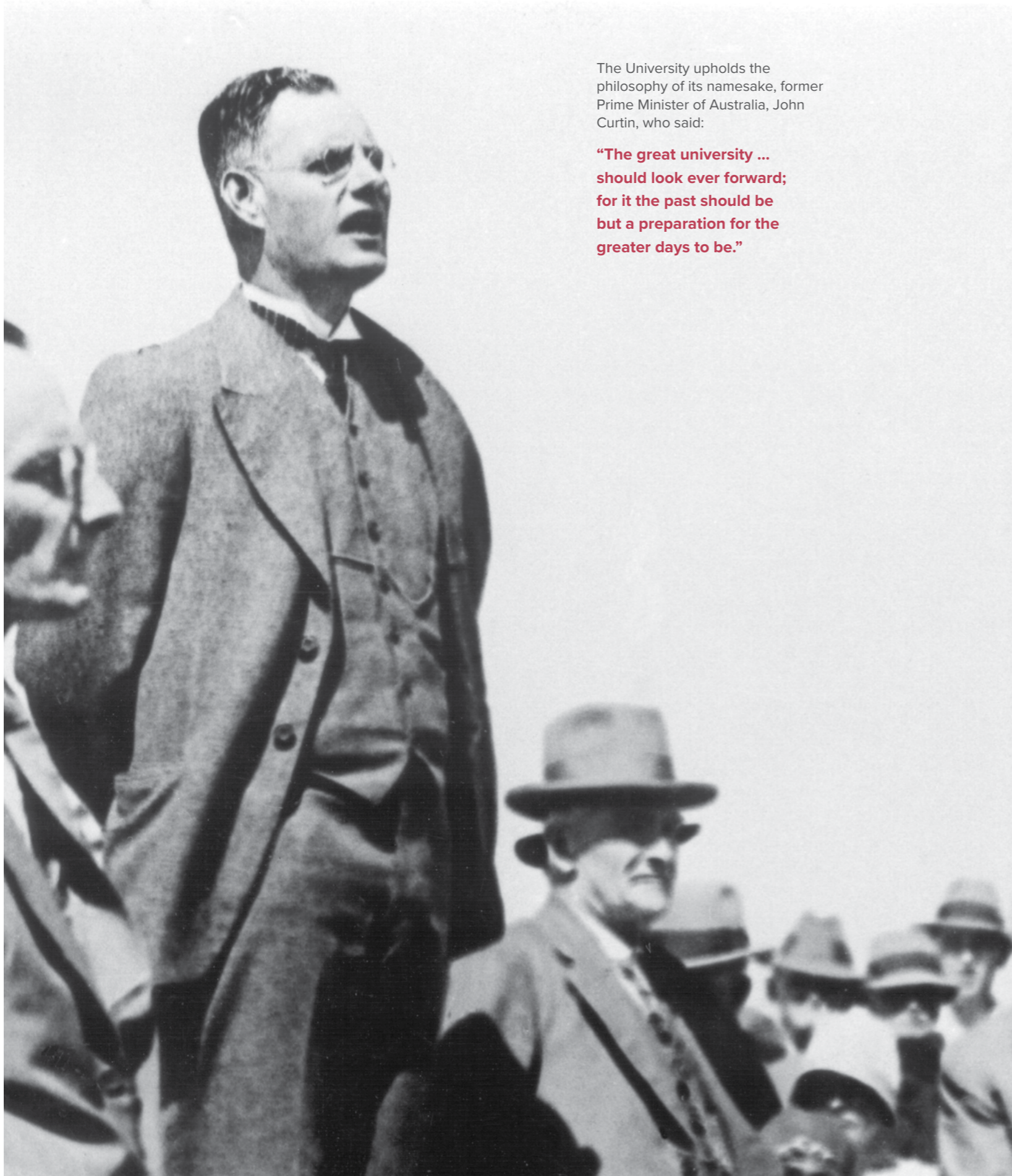
- **Professional Achievement Award for the Faculty of Business and Law – Mrs Samantha Seaton** (Bachelor of Business, 1989): the Moneyhub Chief Executive Officer was recognised for her achievements in financial technology to help people manage their money.
- **Professional Achievement Award for the Faculty of Health Sciences – Ms Melanie Robinson**, (Bachelor of Science [Nursing], 1993): the Aboriginal Health, Child and Adolescent Health Service Director was recognised for her significant contribution to improving health outcomes, raising the voice of her people to address inequalities and advocating for culturally appropriate education pathways for First Nations people in Australia.
- **Professional Achievement Award for the Faculty of Humanities – Mr Jeromy (Han-Wei) Lim** (Bachelor of Arts [Fashion and Textile Design], 2011): the SEMIR Group Product Creation Vice President was recognised for his strong leadership and team-building efforts to rise to his position within a major company that has more than 3,400 stores across China, just nine years after graduating.
- **Professional Achievement Award for the Faculty of Science and Engineering – Mr David Newman** (Bachelor of Engineering [Common Core for Electrical], 1990): the tech innovator, software developer and occasional filmmaker was recognised for his innovations in the fields of image compression and image capture with applications in cinematography, broadcast television and consumer videography.

John Curtin Medal

The **John Curtin Medal** was inaugurated by Curtin in 1988 to acknowledge people who embody former prime minister John Curtin's commitment to fairness, equity and opportunity, and who have made a significant contribution to community service. **Ron Geary**, a longstanding member and past District Governor of Rotary and a generous philanthropist, was presented with the 2021 John Curtin Medal in 2022. Ron has spearheaded and supported polio vaccination clinics in India, supported Interplast in Fiji, education and training programs for local teachers in Northern Laos and supported the Rotary Foundation World Peace Scholar program.



Alumni Award winners pictured with Vice-Chancellor Professor Harlene Hayne (centre) at the award event: (from left) Pan Pan, Kim Collard, Dr Mustafa Atee, David Newman and Melanie Robinson. Craig Edwards (far right) accepted the Lifetime Achievement Award on behalf of his partner, Dr Amanda Healy.



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

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

Vision, mission and values

Vision 2017 to 2022 A recognised leader in research, education and engagement

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

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

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

Developing a clear and comprehensive global strategy, strengthened by our deep international partnerships and alliances, will enhance our ambition to be a genuinely global university. At the same time, we will not weaken our resolve to deliver impact in education and research for the benefit of our local communities. At our Perth campus, the Exchange precinct development will play a critical role in bringing education, industry and community together to further intensify our linkages and act as a catalyst for innovation and progress.

Curtin values

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

Curtin 2030 Strategic Plan

The *Curtin 2030 Strategic Plan* will be implemented from 2023 onwards, with a revised vision built on a strategic framework of **People, Planet and Partnership**. Curtin heads into the journey towards 2030 as a global university focused on making a positive difference through dedication to service and social good, providing a leading global student experience and world-class research, building lifelong relationships, and furthering our industry engagement. Further information on the *Curtin 2030 Strategic Plan* and its components will be provided in the 2023 Annual Report.

CURTIN 2030



Strategic Plan 2017-2022: delivering excellence

The University is guided by a strong strategic positioning statement, which states that as Curtin heads toward 2022, it will position itself as a leading global university, ensuring that we:

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

The plan comprises six themes and outlines strategic priorities that will help position the University for future success. Each theme contains a number of strategic objectives as detailed below and on the next page.

The annual ‘Plan on a Page’ is developed each year providing a list of Curtin’s priorities for that calendar year. Planning with a large number of faculties, schools and areas has been undertaken, ensuring alignment of activities across all levels of the University.

The University measures its performance on the Plan against key performance indicators (KPIs) and regularly reports progress against targets to Council and Academic Board. The Report on Performance section of this report presents Curtin’s major achievements for this year.



Learning and Student Experience Strategic Objectives

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



Research and Innovation Strategic Objectives

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



Engagement and Impact Strategic Objectives

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



People and Culture Strategic Objectives

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



Global Positioning Strategic Objectives

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



Sustainable Future Strategic Objectives

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

Report on performance



Strategic theme 1: Learning and student experience

Lead in educational innovation and prepare graduates for the future



Curtin's student service hub, Curtin Connect, held a welcome event in May to celebrate the return of its international students to campus. Many international students had to pivot to remote study during the COVID-19 pandemic when border closures prevented them from entering the state, while those already in Western Australia had to grapple with the uncertainty of prolonged separation from loved ones back home.

Curtin will:

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

Achievements in 2022

Deliver a global and distinctive learning experience, in partnership with our students and enabled by our digital platforms

- Returning and commencing international students, as well as travel-restricted domestic students, were supported in their return to Western Australia for the start of studies in 2022. The **Curtin Connection** program provided a staff member for affected students; a peer-to-peer support program; and a website to communicate, track and deliver relevant assistance including transport, quarantine, wellbeing support, meeting compliance requirements and setting up enrolments. More than 635 students arrived by March.
- Three temporary library spaces were opened across the Perth campus during the closure of the **TL Robertson Library** for refurbishment in 2022. These remodelled spaces collectively provided attractive and functional library services and group and individual study areas for students.
- A new website for current Curtin students was launched in February to help them more easily find and engage with information that supports a successful student experience at Curtin.
- A new cultural education module, **Dandjoo Kaadadjiny (Together Learning)**, was launched in July to coincide with NAIDOC week. This series of online modules provides Australian Indigenous cultural education for Curtin students based in Western Australia, covering topics such as the concept of connection to Country – Indigenous world views, seasons, phenomena and language – and exploring our shared history and truth-telling, heroes, politics and Curtin experiences. All students will be encouraged to complete the modules, with official recognition gained through **Curtin Extra** (which recognises significant contributions to co-curricular programs).
- Curtin returned to the national university sports arena in 2022, competing in the **UniSport Nationals** hosted in Perth from 24 to 30 September. A total of 5,500 student athletes from across Australia competed in 26 different sports. For the first time in the history of national university sport, Curtin ranked inside the top 10, ranking fourth across all Australian universities.

Report on performance (continued)



In November, the Curtin Motorsport Team showcased their first competition-ready electric vehicle at a launch night event attended by industry stakeholders, family and friends. Their hard work, dedication and enthusiasm in designing and producing the vehicle is a great example of the extra-curricular campus experience offered at Curtin.

Enhance postgraduate programs in response to the changing nature of work and careers

- Curtin developed **74 new courses** in 2022, including 38 undergraduate certificates and 25 postgraduate courses. Seventeen of the courses were for delivery through Open Universities Australia and two for delivery through international campuses.
- Almost one million learners have now enrolled in a **CurtinX** course on the **global edX platform**. Curtin's first non-English language Massive Open Online Course (MOOC) launched in September – a German version of the *Talk to Me: Improving Mental Health and Suicide Prevention in Young Adults* MOOC. Other exciting new offerings include a full Professional Certificate Program in Software Defined Networking, in collaboration with Cisco, and a 5G Essentials course with Optus.
- More than 300 learners completed a variety of **Curtin Credentials** including Designing your Future, co-developed with other ATN universities; the *Internet of Things*; and *Psychosocial Interventions for Patients with a Chronic Illness*. Curtin Credentials are compact learning experiences for the domestic postgraduate market, designed to equip learners with skills relevant to today's workplaces. Learners can complete standalone credentials or courses within a theme to build their expertise in a specific area.

Embed innovative curriculum design and new learning and teaching approaches

- Curtin's CyberSET received federal funding to develop and deliver the **Cyber Security Education and Training Program**. Over a two-year period, the program, led by Professor Tele Tan from the Faculty of Science and Engineering, is expected to reach 12,000 learners annually across 100 metropolitan and 20 regional schools in Western Australia. The program creates cyber security career pathways for students through specialised in-school programs. Program collaborators include Amazon Web Services, Cisco Systems, STEMSmart, WA AustCyber Innovation Hub, Trustwave Holdings, Women in Technology WA and the Association of Independent Schools of Western Australia.
- Aligned with Curtin's disability access and inclusion goals, the **Automated Speech Recognition** feature was enabled within the Echo360 iLecture platform. Since the second semester, recordings of lectures and other classes have appeared with automatically generated closed captions and transcripts, making learning more accessible for all students.
- **Digital badging** has been implemented for **138 Curtin Extra** programs, allowing students to display badges of their co-curricular learning achievements. Semester one saw 472 badges issued, with 335 shared to social media (93 per cent via LinkedIn).

Attract and retain a diverse student community

- Curtin's **UniReady Program**, which has been running successfully for more than 10 years, has increasingly expanded into secondary schools across Western Australia through a licenced delivery model. In 2022, more than 20 per cent of participating schools were regional and remote institutions. More than 80 per cent of students completing UniReady at Curtin proceed to enrol in an undergraduate degree at the University.
- Curtin offers a **diverse portfolio of scholarships and bursaries** drawn from industry partners, donors, state and federal government, prestigious scholarships and internal funding. This diversity creates a rich tapestry of support and opportunity for students. In 2022, there were 1,695 scholarships awarded. The 2022 intake saw a significant increase (46 per cent) in **Curtin Excellence Scholarship** offers, indicative of an increased application from high ATAR students.
- Curtin's **Moorditj Yorga Scholarship** campaign surpassed \$1.5 million in donor commitments in 2022. Meaning 'strong woman' in the Nyungar language of Western Australia's South West region, the scholarship's purpose is to support mature-age First Nations women to attain a degree by alleviating financial pressures as they juggle study and cultural obligations. One scholarship includes financial assistance of \$10,000 per year for up to five years, with personalised support and mentoring. Fifteen scholarships were awarded in 2022.

- In 2022, there was a total of **90,200 centrally scheduled assessment and examination sittings** undertaken by students across 15 Curtin and partner campuses. In total, 1,515 examination and assessment sessions were managed, consisting of face-to-face exams (27 per cent), authentic assessments (27 per cent), school-based practical assessments (11 per cent), and online exams (35 per cent). A total of 2,359 alternative arrangement sittings were facilitated to accommodate disability, medical, religious, social inclusion and elite athlete needs.
- Curtin continues to be recognised by the Department of Justice (DoJ) as an outstanding provider with regards to **engaging and supporting incarcerated students** in higher education. The vast majority of Western Australian incarcerated students are studying through Curtin. In December 2022, a Memorandum of Understanding was signed between the DoJ and Curtin, facilitating the further expansion of education opportunities for students.

Looking forward

The student experience is central to Curtin's aspirations. The focus in 2023 will be on delivering a sector-leading student experience that builds aspiration, fosters critical thinking, nurtures ethical leadership and creates life-changing memories.



Curtin graduate, Honorary Doctorate recipient, Adjunct Senior Research Fellow and Hollywood actor, Dr Kate Mulvany OAM, returned to the University in 2022 to support the production of a reimagined Shakespearean classic. *Teenage Dick*, an adaptation of William Shakespeare's *Richard III*, was staged by Curtin theatre arts students and led by performers and crew living with disability. Dr Mulvany shared her experience as an acclaimed actor, award-winning playwright, screenwriter and a person with lived experience of spinal disability, as mentor to lead actor Crystal Nguyen, who she is pictured with here.

Report on performance (continued)



Strategic theme 2: Research and innovation

Deliver excellence and impact in research and innovation



The Prime Minister, Anthony Albanese, visited Curtin's Perth campus in October with the Hon Madeleine King, Minister for Resources and Northern Australia, and Ms Zaneta Mascarenhas, Member for Swan. During their visit, they learned about the outstanding research being undertaken in the Curtin Institute of Radio Astronomy, the Space Science and Technology Centre and about the Curtin-led Resources Technology and Critical Minerals Trailblazer. They also met students in the Binar Labs where Western Australia's first homegrown spacecraft, Binar-1 CubeSat, was built before being launched from Cape Canaveral in 2021.

Curtin will:

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

Achievements in 2022

Focus existing research strengths and grow the emerging areas that are aligned with government and industry priorities

- Curtin's focus on existing research strengths saw funding extended for significant research ventures and major joint initiatives as follows:
 - The **Curtin-hosted National Centre for Student Equity in Higher Education** has been extended for four years, following finalisation of the bilateral agreement between Curtin and the federal government. The \$29 million extension and expansion positions the centre to act as a change agent across the tertiary sector, applying research to improve practice and deliver real-world outcomes for students from diverse backgrounds.

- Curtin's focus on research that aligns with state and federal government and industry priorities saw exciting new projects established and existing projects expanded in 2022 as follows:
 - The state government provided an additional \$11 million for the **Murujuga rock art monitoring project**, which is determining whether this culturally significant art is being subjected to accelerated change from the impacts of industry and shipping emissions.
 - Curtin will receive \$2.5 million to support the University's **Binar Space Program** over the next four years, as part of the state government's recent \$6.5 million commitment to boost Western Australia's space industry.
 - Curtin scientists are part of the new \$25 million **WA Agricultural Research Collaboration** to increase the state's agricultural research and development capabilities in response to climate change and other challenges facing the industry.
 - A new agreement between the **Curtin Centre for Data Linkage and Department of Health** will see big data used to improve health care in Western Australia.
 - Researchers at Curtin's **Future of Work Institute** have been awarded additional funding of \$3.12 million by icare NSW for their Design for Care project.
 - Four Curtin-led projects have been allocated grant funding from the annual **Collaborative Research Program**, working with relevant experts to set a course for the future of defence technology developed in the state.
 - Researchers in the Faculty of Business and Law have been granted \$487,230 by the Department of Foreign Affairs and Trade for the **International Climate Change Engagement Program**.
 - Funding received from not-for-profit organisations for projects to help address community needs includes: \$100,000 from **PanKind** for research aimed at detecting pancreatic cancer in its early stages; a **Telethon 7 grant** of \$490,000 to assist children on Western Australia's mental health waitlist; and more than \$1 million from the **Andrew W. Mellon Foundation** for the Curtin Open Knowledge Initiative, within the University's Centre for Culture and Technology, to enhance the diversity of voices from small and medium book publishers around the world.
- Curtin's **Centre for Crop and Disease Management**, established in 2014, received a further five-year investment of \$30 million from the Grains Research and Development Corporation (GRDC).
- The **Bankwest Curtin Economics Centre** has been extended by a further three years, to October 2025. Curtin and Bankwest have each committed core funding of \$2.25 million to continue the centre's valuable research and engagement activities.
- In March, the **National Drug Research Institute's** core funding contract was extended by 12 months to 30 June 2023, with further funding of \$2.1 million committed.

Report on performance (continued)



The Curtin-based Centre for Crop and Disease Management (CCDM) was awarded a further five-year investment of \$30 million by the Grains Research and Development Corporation (GRDC) in 2022. Pictured at the celebration event are (from left) Curtin Deputy Vice-Chancellor Research, Professor Chris Moran, Curtin Vice-Chancellor Professor Harlene Hayne, GRDC Chairman John Woods, CCDM Director Professor Mark Gibberd and GRDC Managing Director Nigel Hart. Picture: Ezra Alcantra Photography.

Demonstrate a strong evidence-based research performance culture

- Curtin continues to invest in its researchers and further embed a culture of research performance. Ongoing initiatives in this area include:
 - Curtin's **Grant Success Framework** to help improve success rates in competitive grant schemes, particularly Australian Research Council (ARC) and National Health and Medical Research Council (NHMRC) grants
 - Curtin's **Early and Mid-Career Researcher Network**, which supports and promotes researchers in early stages of their academic careers from across the University
 - a **research excellence team** working to improve research performance and the professional development of research academics
 - contributing to the **Academic Capability Framework** to ensure performance in both government-funded and demand-driven research is duly recognised and rewarded in career development planning and promotion.
- Six Curtin-led projects were awarded **\$8.1 million under the Medical Research Future Fund**. Curtin was awarded four **NHMRC grants** totalling \$3.5 million.
- In addition to ARC Fellowships, 20 Curtin-led research projects were awarded more than **\$9 million in different ARC schemes** including:
 - Discovery Projects**: nine grants totalling \$3.5 million (2022) and six grants totalling \$2.8 million (2023)
 - Discovery Indigenous**: one grant valued at \$281,000
 - Linkage Projects**: three grants totalling \$1.8 million
 - Linkage Infrastructure, Equipment and Facilities scheme**: one grant valued at \$783,000.
 - Four Curtin researchers were awarded prestigious **ARC Fellowships**, reflecting the high-quality research environment and individual excellence of our academics. The fellowships included two **ARC Future Fellows** and three **Discovery Early Career Award Fellows**.
 - Two **Implementation Science Fellowships** were funded through the state government's Future Health Research and Innovation Fund (FHRIF) and conducted in partnership with WA Country Health Service: **Associate Professor Fenella Gill** (\$600,000) and **Dr Joanna Moullin/Professor Suzanne Robinson** (\$598,659).
 - One \$600,000 **Translation Fellowship** was awarded through the FHRIF (also in partnership with the WA Country Health Service) to **Dr Jonathon Bullen** to co-design Aboriginal digital health solutions.
 - A three-year **MS Australia Postdoctoral Fellowship** was awarded to undertake research in examining the link between diet and multiple sclerosis.
 - Curtin researchers are involved in numerous successful grants led by other institutions, including the Monash-led **ARC Research Hub for Carbon Utilisation and Recycling**, which was awarded \$5 million in funding.
 - Curtin researchers were awarded \$1.5 million from the **Safer Communities Fund** – Round 6 for the project 'Youth Crime Prevention Strategies in 12-24 Year Olds'.

Enhance the research capability and capacity of our global campuses

- Activities under the **Global Campus Research Strategies** continued to build in 2022 and a Perth-based Global Research Coordinator was appointed – an internal strategic investment to facilitate the growth of international research activities and to strengthen the research connections among all of Curtin's campuses.
- Curtin Malaysia**, in conjunction with project management firm Konsultant Malaysia, received a major grant of RM2 million from the Government of Sarawak's Economic Planning Unit to undertake a study to underpin the **Greater Miri Development Master Plan**. The project exemplifies how researchers across Curtin campuses work together (and with our partners) to bring about tangible benefits for people living on the Indian Ocean Rim.
- Curtin Singapore's** new campus co-location with industry will inspire a strong focus on research, innovation and entrepreneurship, creating a hub in Singapore for our researchers and innovators and their colleagues at all of Curtin's global campuses.

Strengthen our position in commercialisation and foster entrepreneurship

- On 19 April, then prime minister Scott Morrison named Curtin as **Australia's first Trailblazer university** as part of the Trailblazer Universities Program, which complements the federal government's Critical Minerals Strategy. Curtin will develop and lead a research and commercialisation centre, the **Resources Technology and Critical Minerals Trailblazer Hub**, and match \$50 million of government funding to more than equivalent support from the University and industry partners for the \$200 million-plus initiative. Project partners are The University of Queensland and James Cook University, and 33 company partners involved in value chains requiring lithium, nickel, cobalt, vanadium and hydrogen resources.
- A **Curtin-developed technology that enhances the gold extraction process** has been successfully commercialised. Curtin researchers Professor Jacques Eksteen and

Associate Professor Elsayed Oraby worked for many years with industry partner Mining and Process Solutions (MPS) to develop and commercialise a leaching technology for the extraction of minerals including gold, copper, cobalt and nickel. MPS has been bought by Czech multinational chemical supplier Draslovka and the Curtin technology is now available globally.

- Curtin continued to drive its commercialisation agenda through a suite of activities, which include **Ignition**, **Accelerate**, **Kickstart**, the **Curtinnovation Awards** and the **West Tech Fest** (which received a substantial state government funding boost in 2022). These programs support the Curtin community to translate exceptional research outcomes and innovations into new commercial opportunities.
- Curtin recruited a new **Director of Entrepreneurship** to drive a range of activities that foster entrepreneurship.

Develop a finance model that supports delivery of balanced researcher-led and demand-driven research

- Curtin progressed development of a **research finance framework** to underpin the effective delivery of research activities in a range of contexts. Pilot initiatives will be rolled out to apply the reframed research finance principles and to determine workability in different contexts throughout the University.

Looking forward

In 2023, Curtin will continue to align with federal and state government priorities for research, translation and commercialisation. In particular, the implementation of the Curtin-led Resources Technology and Critical Minerals Trailblazer Hub will be a primary point of emphasis, given the scale of the endeavour and the transformative nature of the activity for Curtin and its researchers, Higher Degree by Research students and industry engagements. Work on implementing the United Nations Sustainable Development Goals for research will also accelerate, as the University looks to implement the *Curtin 2030* strategy and the sustainability imperatives therein.



Curtin nutritional epidemiologist Lucinda Black was awarded a three-year fellowship by MS Australia to examine the link between diet and multiple sclerosis, the most common acquired chronic neurological disease affecting young adults with more than 25,600 Australians currently living with the disease. Her research program seeks to address the sometimes contradictory, confusing and unfounded online dietary advice that is available to people living with MS.

Report on performance (continued)



Strategic theme 3: Engagement and impact

Make a difference globally through engagement and partnerships



During 2022, an international search for works created by Australian First Nations children of the Stolen Generations unearthed a historic piece drawn by a 13-year-old Noongar boy more than 70 years ago. He was one of many children forcibly removed from their parents and detained at the Carrolup Native Settlement in the Great Southern. Curtin is the custodian of a collection of these remarkable works, *The Herbert Mayer of Carrolup Artwork*. The recovered piece is shown here by the Gallery's Carrolup manager Kathleen Toomath, whose late mother Alma was the last-known surviving Carrolup child artist.

Curtin will:

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

Achievements in 2022

Develop a broad sustainability strategy

- Work on the **Curtin Sustainable Development Strategy: Towards 2030** is almost complete. The strategy outlines Curtin's contribution to the United Nations Sustainable Development Goals in the areas of teaching and learning, research, operations, engagement and governance.
- A new cross-faculty, work-integrated learning unit, **Sustainability Challenge**, launched in 2022. More than 90 undergraduate students worked with industry and in interdisciplinary groups, mirroring real-world situations to address sustainable development issues.

- The **Curtin Institute for Energy Transition (CIET)** was launched to address key themes in decarbonising energy and mitigating climate change. CIET brings together industry, academics and higher degree students to learn from each other and look at energy in a new way.

Support development in regional Western Australia

- Curtin was one of two Western Australian universities to receive a share of \$36 million in federal funding to establish a **University Department of Rural Health (UDRH)**. The funding will establish the Curtin Kalgoorlie UDRH in partnership with the WA Country Health Service and the Royal Flying Doctor Service. It will see an increased number of nursing and allied health students spend at least one semester studying and in clinical placement in the Goldfields-Esperance region.
- Cementing Curtin's focus on rural health, a new **Chair of Country Health Research and Innovation** was appointed. **Professor Tim Carey** will drive the development and success of the Curtin-WA Country Health Service research and innovation alliance, contributing to the transformation of the health environment in regional, rural and remote Western Australia and improving access to health services for these communities.
- **Curtin Kalgoorlie's Open Day** continued to grow in popularity, with more than 400 students and community

members visiting the campus on 25 August. An increased number of education, community and industry exhibitors drew a record crowd to learn about pathways to a Curtin education and the experience offered by the Kalgoorlie campus.

- Curtin's partnerships with the state network of community-owned **Regional University Centres** continues to grow. New Service Level Agreements were signed with the Great Southern Universities Centre to support Curtin students in nursing and other courses. Curtin is a primary partner in a consortium led by the Pilbara Universities Centre, securing federal funding to develop and implement 'Project Y13: Creating Aspirations, Connections and Pathways', in the Midwest, Pilbara and Kimberley regions, as well as the Northern Territory.

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

- A 2022 highlight of the BHP-Curtin Alliance's collaboration was the **Leading Future Talent and Workforce Expertise workshop**. Attendees from Curtin and BHP co-designed a roadmap focused on collaborative ideas and projects to tackle the challenges faced by the resources sector in finding talent.
- Curtin was the first Australian university to be awarded a Trailblazer research grant to develop and lead a research and commercialisation centre – the **Resources Technology and Critical Minerals Trailblazer Hub** (see more info page 29).
- Increased focus on national sovereign capability has resulted in Curtin securing \$3 million in grants and contracts via government and industry partners, in addition to its existing \$10 million **defence and space research and innovation portfolio**, creating a solid foundation for the 'launch' of defence and space at Curtin in 2023.
- Curtin's **Cathode Precursor Production Pilot Plant**, with the **Future Battery Industries Cooperative Research Centre**, was opened and commissioned in 2022. This Curtin-led flagship project is the first of its kind in Australia and will build sovereign battery manufacturing capability.

Intensify alumni engagement to facilitate life-long connections

- The combined **Alumni Awards and John Curtin Medal** ceremony was held in September at the Ritz-Carlton hotel, Perth, and recognised outstanding graduates and members of the community (see winners listing on page 16).
- **More than 97,000 alumni engaged with Curtin in 2022** by donating to fundraising initiatives; volunteering their time through activities such as advisory boards, committees, mentoring and guest speaking; attending events; and opening electronic communications.
- The **Young Alumni Program** held seven events and helped raise \$1,800 for the Young Alumni Helping Hand Fund in 2022. Funds were distributed to 26 students facing financial hardship during the year.

- After the disruptions of the COVID-19 pandemic, **face-to-face alumni events** were delivered by campus teams in Singapore, Malaysia, Dubai and Mauritius. International alumni chapters delivered 15 face-to-face and online events during the year.
- **Curtin Commons**, an online publication for Curtin alumni and friends, continued in 2022, with some of the University's most inspiring friends featured. Monthly readership grew by 70 per cent from September 2021 to July 2022.

Build global advancement capability and increase philanthropic support

- **Discretionary support (philanthropic and sponsorship) income** to Curtin, facilitated by University Advancement, totalled \$8,047,781 in 2022. This represented an overall increase of 11 per cent from 2021.
- The **Moorditj Yorga Scholarship Program** welcomed its inaugural program coordinator, Aunty Trish Hill-Wall, and awarded 15 scholarships to mature-age Aboriginal and Torres Strait Islander women to study at Curtin in 2022. To date, more than \$1.5 million has been committed to the program.
- The **Carrolup Centre for Truth-telling** raised \$164,171 in 2022. The Centre held exhibitions and public programs in Perth and the United Kingdom (Glasgow and Manchester); digitised the *Herbert Mayer Collection of Carrolup Artwork* (a collection of precious artworks by children of the Stolen Generations); and uncovered new artwork by a Carrolup child artist.
- **Curtin Radio and University Advancement** collaborated on the community radio station's annual **Radiothon fundraiser**, raising \$145,000.
- The **enAble Institute** at Curtin, with assistance from University Advancement, was successful in securing a \$490,000 Telethon 7 grant for the **'Help While Our Children Wait' research project**. The project investigates evidence-based psychological intervention for adolescents while they wait for mental health services.

Looking forward

As Curtin transitions to its 2030 strategic plan, from 2023 there will be greater emphasis on teaching, research and outreach activities that support the United Nations Sustainable Development Goals. An implementation plan for the University's Sustainable Development Strategy will be developed, detailing how Curtin will build on its existing strengths in these areas. First Nations voices and perspectives will be the focus of the Carrolup Centre for Truth-telling 'portal' under development at Curtin's city premises at 139 St Georges Terrace, where a small selection of Carrolup artworks and artefacts will be on display to promote community interest in the Carrolup story. The portal is expected to open in late 2023.

Report on performance (continued)



Strategic theme 4:
People and culture

Empower our staff to lead as part of
a diverse, innovative and values-led
organisation



Curtin's new Disability Access and Inclusion Plan advances the University's aspirations for disability inclusion by focusing on embedding Universal Design thinking into all of its activities. Pictured at the plan's launch event are (back row, from left) Professor Paul Brunton (Deputy Vice-Chancellor Academic), Erica Schurmann (Senior Advisor, Diversity & Equity - Disability, Diversity Inclusion and Belonging), Anthony Kickett (Associate Lecturer, Centre for Aboriginal Studies) and Professor Angus Buchanan (Head of School, Curtin School of Allied Health). In the front row are Samantha Jenkinson (Director Workforce Quality, NDIS Quality and Safeguards Commission), Rey Nairn (Accessibility Officer, Student Guild Staff) and Sunyal Maroo (IT Risk & Assurance Analyst, Office of the Chief Information Officer). Photo credit: Timothy Wilson, Real Human Photos

Curtin will:

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

Achievements in 2022

Leverage a global, collaborative and connected workforce

- The **One Curtin: Leading in a Global University** program ran again in 2022, bringing together academic and professional staff from across all Curtin campuses and participants from key Alliance partners in Aberdeen, Calgary and Colombo. Participants focused on the development of their leadership and management skills within the context of a global university.
- The annual **Vice-Chancellor's Excellence Awards for Professional Staff** promote and recognise exemplary performance across key areas of collaboration, service excellence, continuous improvement, values-based leadership, health, safety, wellbeing and reconciliation. Nominations were received from all four global campuses.
- Curtin's partnership with Business Events Perth saw this year's **Aspire Award** winner, **Associate Professor Hussein Znad**, recognised for his outstanding contributions to water and wastewater treatment, highlighting the excellent work being done at Curtin and across the state.
- A One Curtin principle was applied to **global academic promotions** during the year, with procedures for Australian campuses to now apply across all campuses in a consistent approach that will provide improved career development and advancement opportunities globally.
- An **academic workload allocation project** was established to provide a transparent, equitable and fair load planning process for all academic staff. A single allocation planning tool and a set of principles to guide the allocation of teaching, research, leadership and engagement duties have been developed as policy for use by all schools within Curtin.

Empower staff at all levels to lead, innovate and be accountable for delivering excellence

- This year saw a concentrated effort to **increase the use of people analytics**, with a focus on diversity and inclusion, Aboriginal and Torres Strait Islander employment, and leave management to foster wellness. Associated activity included improving the **online training modules** in performance and career planning for leaders and managers, designed to ultimately have a positive impact on the student experience.
- Expanded training workshops for **academic performance and career planning** were held for academic leaders to foster effective career conversations and promote alignment between individual effort and Curtin's Academic Capability Framework.

Report on performance (continued)



The 2022 winners assemble for a group photo at the annual Vice-Chancellor's Awards for Professional Staff.

- The inaugural **Curtin Academic Leadership Series** launched in 2022, offering the opportunity for heads of schools to undertake a strategic leadership program. A cohort of emerging academic leaders from across Curtin, including beyond Australia, undertook a **leading excellence program**. More than 40 leaders participated in the series, which will continue next year.
- The **Battling Bureaucracy Project**, which activates continuous improvement opportunities at scale, officially launched in May. The project focuses on ways to pursue efficiencies in systems, processes and procedures. More than 4,500 contributions were received from over 5,000 staff via extensive in-person and online consultation and engagement.
- A new committee formed to guide the alignment between **diversity, inclusion and belonging activities** and Curtin's incoming 2030 strategic plan and priorities, to help make a significant difference to the Curtin community.
- The **Program for Early Academic Careers** saw 29 academic participants receive tools and resources to better navigate and engage in their career progression and professional development. Participants gained access to senior leaders across the University and were provided valuable networking opportunities across schools and faculties.
- Curtin again supported a high-potential leader to undertake **CEDA's Copland Leadership Program**. The program offers insight from some of Australia's most influential and diverse leaders, providing a platform to further develop skills while supporting transition planning and preparation to face the challenges in increasingly senior roles.

Strengthen values-based leadership and intensify our focus on safety and wellbeing

- A substantial **response to the challenges of COVID-19** continued to be refined, with the University consulting widely through several channels to allow staff to help shape Curtin's planning and response position. **Tailored risk assessments and health management plans**, which included flexible work and gradual transition arrangements, supported vulnerable staff.
- The Future of Work Institute's **THRIVE framework** continues to underpin institutional-level interventions to understand and enhance wellbeing. Several areas have now applied the framework to implement initiatives. Further audits to promote evidence-based practice will continue and lead to a **wellbeing strategy**, to be implemented in 2023.
- Curtin's partnership continued with **Act, Belong, Commit**, a statewide mental health promotion campaign designed and directed by Mentally Healthy WA and based at Curtin.
- The identification and management of **psychosocial risks in the workplace** was a focus in 2022, with additional expertise engaged to assist in both risk assessment and corrective action planning.
- More than 370 staff successfully completed **mental health first aid training** in 2022. This increase in first aid officers has strengthened the support network across the University.
- Engagement with Curtin's **Employee Assistance Program** increased during the year, with staff and their families accessing a wide variety of services including counselling, wellbeing coaching, financial advisory services, and legal and dietary advice. Curtin also hosted events for R U OK Day, Mental Health Month and Safe Work Month.

- Acknowledging the ongoing adverse effects of the COVID-19 pandemic, support for students and staff impacted by **family and domestic violence** increased during the year. Curtin's continued support through a range of mechanisms included paid leave and emergency accommodation.
- Curtin formed a partnership with Griffith University to deliver the research-based **bystander training program 'Be There'**, which will be further complemented by the development of a Massive Open Online Course on family and domestic violence for the EdX platform.
- The **Ally program's support for Curtin's LGBTQIA+ community** continued to strengthen in 2022 with a new Level 3 offering, which entails more than 10 hours of in-person training and facilitation coupled with additional hours of self-paced learning. More than 200 staff attended additional sessions on queering curriculum, which is designed to foster more inclusive language and safe spaces and eradicate misgendering and deadnaming.

Increase Aboriginal participation and the inclusion of all genders, abilities and ethnicities

- A total of **192 people identifying as Aboriginal or Torres Strait Islander** were employed across Curtin in 2022, with the cohort including many senior academics, professionals, students and three trainees who were provided with career-entry opportunities and potential pathways to enrolling as an undergraduate. The cohort has been working to refresh the model for Indigenous governance systems across the University, while the Faculty of Humanities appointed its inaugural Dean of Indigenous Futures – a role which will be replicated in all faculties.

- Twenty-seven women** were appointed to **senior leadership roles** across the University during the year, with women in 48 per cent of senior professional roles and 44 per cent of senior academic roles.
- Curtin's **gender pay gap** at a whole-of-organisation level was 11 per cent this year compared to the national education and training industry gap of 10.5 per cent and the state gap for Western Australia at 21.1 per cent.
- Gender equity and inclusion activities continue to focus on addressing representation and progression, with the **Gender Research Network** making a significant contribution to Curtin's policy and practice in 2022. This included the development of an inclusive language guide, the diversification of gender identity options, and collaboration with government to provide additional guidance, events and community programs.
- Curtin's **Academic Carer Support Scheme** continued to provide financial assistance for academic staff with caring responsibilities, or who required a carer themselves, with the support aiding them to attend and present their work at intrastate, interstate and international platforms.
- The **Curtin Fellows Program** restarted during the year, having paused in 2021 due to COVID-19. The two recipients have commenced their projects, which focus on addressing the under-representation of women at senior leadership levels, and online, harassment, bullying and similar experiences in digital spaces.
- The **WATTLE Program** brings together women identified as potential leaders across the university sector for an intensive leadership and networking program designed and run by female academic and professional university staff. Curtin has participated since the inaugural program in 2018, with eight female staff attending in 2022, taking Curtin's total number of WATTLE alumni to 16.

Looking forward

In aligning its efforts to the 2030 strategic plan, Curtin will simplify business processes through the Battling Bureaucracy Project and refresh the Leadership Framework to foster distributed leadership and increase cross-functional and collaborative ways of working. Curtin will develop its Respect@Curtin activities and establish a baseline measure for inclusion. Other areas of focus include establishing a new Indigenous governance framework, finalising a new Staff Agreement, further strengthening cyber security through the Digital Roadmap Project, and strengthening the ongoing health, safety and wellbeing of the Curtin community.

Report on performance (continued)



Strategic theme 5: Global positioning

Secure Curtin's position as a leading global university



Curtin Singapore's new campus is located in the heart of the bustling, industry-driven Singapore Science Park 2 precinct, paving the way for a new era of industry collaboration and connectedness.

Curtin will:

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

Achievements in 2022

Strengthen our global network of campuses

- **Curtin Singapore** closed its Jalan Rajah campus and relocated to the Alpha building within the busy industry precinct of Science Park Singapore in the second half of the year. The new campus creates opportunities for staff and students to collaborate, engage and build relationships with industry professionals, organisations and researchers, while providing access to facilities in the precinct. It also enables students to study alongside potential future employers. Curtin Singapore continued to experience student growth of 23 per cent, up from the previous year.
- **Curtin Dubai** experienced strong growth of 22 per cent in student enrolments in 2022. The campus doubled in size and underwent a significant refurbishment, which has had a positive impact on the student experience.
- The student numbers at **Curtin Mauritius** remained steady in 2022, with a headcount of more than 1,600 students on campus. The campus continues to grow its student numbers from the African continent.

- **Curtin Malaysia** was again impacted by the COVID-19 pandemic, with the ongoing closures resulting in a decline in students at the campus during 2022. The extended closure periods did, however, provide the opportunity to refurbish many of the campus venues to accommodate anticipated student growth. Following restrictions during the height of the pandemic, the graduation ceremonies of students from 2020, 2021 and 2022 were held during the year.
- Despite the economic challenges Sri Lanka has faced, Curtin's partnership with the **Sri Lanka Institute of Information Technology (SLIIT)** continued to flourish, with new enrolments growing by 26 per cent in 2022 across the computing and engineering programs. Planning is underway to deliver health-related programs through the partnership.
- Curtin is **expanding the global model for unit coordination**, with the implementation of a One Curtin approach to the delivery of units across all global campuses. In 2022, training and systems were rolled out to academic staff across the campuses globally to take on Deputy Unit Coordination roles.
- The **One Curtin: Leading in a Global University** program again ran in 2022. Academic and professional staff from across Curtin's campuses, staff from the SLIIT, and Curtin's Alliance partners – the University of Calgary and the University of Aberdeen – came together to undertake projects that focused on enhancing the global student experience; linking students to a range of support services (particularly student wellbeing); reverse mentoring to gain insight into the student experience; strengthening the alliance; and increasing student mobility options.

Expand our global presence and capacity through digital engagement, and increase student and staff mobility

- The **One Curtin global strategy** harnesses the resources across the University's campuses in Australia, Dubai, Malaysia, Mauritius and Singapore. Curtin's global campuses and partnerships continued to give students the opportunity to study in their home country or region. The network of global campuses also allows students to begin their course at one of the global campuses and complete their studies in another location.
- The number of **articulation students transferring to Curtin Perth** has been severely impacted by the COVID-19 pandemic but is slowly recovering, with 142 new students commencing at Curtin Perth in 2022 via this channel.
- In 2022, significant effort was made to **engage with students who commenced their Curtin studies while still in China**. These efforts have been vital to maintain student satisfaction and partner relationships. Student numbers are encouraging for 2023 and beyond via Curtin's key articulation partnerships.
- Student leaders from across Curtin's global locations met in Dubai to hold the **Global Student Leaders Summit** in June. The student-led event was the first time student leaders met face-to-face from across all Curtin's global locations and included students from our Sri Lanka partner. The summit focused on enhancing student leadership skills and improving the global student experience.
- Curtin's **Go Global** team offers a **Study Abroad** program for Health Science students to participate in a global placement opportunity within their degree, working alongside peers and experiencing the unique culture of the region. In 2022, Curtin expanded its Go Global locations and subject offerings to allow students to engage in global experiences in locations across Cambodia, India, Nepal and Vietnam.

Increase global demand for our courses

- Curtin provided **tailored support and communications for returning international students**. As a result, the University saw a 45 per cent increase in new commencing international onshore student numbers as at census date in 2022, compared to 2021. Semester two numbers were also above pre-COVID-19 numbers.
- In 2022, the **One Curtin Marketing and Recruitment Strategy** was delivered across Indonesia, India, Vietnam, Myanmar, Nepal and Sri Lanka. The expansion of the One Curtin strategy will see all global campuses transition to the same 'look and feel' website to offer a consistent and unified user experience.
- The number of **student applications for second semester increased across all campuses**. Curtin also established a team based at the Malaysia campus to process global admissions, with the average turnaround time to process student applications now reduced by three days.
- Curtin now offers full-degree computing and engineering courses offshore in Sri Lanka with Curtin's long-term partner, the **Sri Lanka Institute of Information Technology**.

In 2022, student numbers in Sri Lanka grew by 26 per cent. In 2023, Curtin will further expand the offering in Sri Lanka, with the launch of business and health science programs.

- Curtin is actively involved in supporting the Department of Foreign Affairs and Trade's **Australia Awards** and received grants totalling more than A\$700,000 for Australia Awards projects in 2022. The grants allow Curtin, and Australia, to strengthen relationships in Indonesia, Vietnam and other participating countries.
- Curtin launched **global summer and winter courses** in 2022 to students worldwide. The short two-week programs welcome students from around the world to complete an intensive study unit on globally relevant themes, at Curtin's global campus locations.
- Curtin has strong relations across the ASEAN region and is strategically positioned to support Environmental, Social and Governance (ESG) accreditation in the ASEAN markets. In 2022, Curtin established the **ESG accreditation framework and training package**. Two initial training sessions were launched in Miri and Jakarta to more than 50 companies across the region.

Grow international research collaborations

- The **alliance between Curtin University and the University of Aberdeen** expanded in 2022 to include the University of Calgary. The newly expanded alliance was launched at the Barcelona 2022 European Association for International Education Conference. It leverages the reputation of each university for world-leading research and teaching, focusing on energy transitions, artificial intelligence, health, Indigenous cultural studies and reconciliation.
- Through the implementation of the **International Sponsored Students Strategy**, Curtin signed four new sponsor agreements in 2022. A key future focus area for Curtin's new sponsor relationships is the United Nations Sustainable Development Goals.
- Curtin **expanded its research relationships in India**, with the Curtin-IITM Academy established with the Indian Institute of Technology Madras (IITM). The Academy, with the highly reputed IITM, will provide a base for further joint PhD and research activity with a number of Indian institutes of technology. Strong developing relationships between Western Australia and the south Indian state of Tamil Nadu augurs well for the high-profile partnership between Curtin and the IITM.

Looking forward

In 2023, Curtin will continue to apply One Curtin principles across all of the University's campuses to strengthen and promote Curtin as a unified and leading global university with a sustainable entrepreneurial culture. Areas of focus include exploring further joint research opportunities, expanding course offerings and further promoting student and staff mobility opportunities across our campuses.

Report on performance (continued)



Strategic theme 6: Sustainable future

Embed a flexible and resilient business model to support our strategic ambitions



Curtin's new Exchange precinct at the northern end of its Perth campus was awarded the Environmental Excellence Award by the Urban Development Institute of Australia (WA) in 2022. This recognises the project's environmental leadership from the early planning phases through to design, construction and operation. Exchange's key environmental features include prioritising carbon reduction, responsible water management and protection of the Carnaby cockatoo's habitat.

Curtin will:

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

Achievements in 2022

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

- New international student enrolments improved with the reopening of international borders at the beginning of 2022. However, international student income remained in line with 2021, due to the pipeline impact of lower enrolments during the COVID-19 pandemic. **The positive trend in international student enrolments is expected to continue in 2023.**
- The benefit of **higher indexation for Commonwealth-supported student funding in 2023** will be more than offset by the significant drop in enrolments across the higher education sector in 2022, together with continued maximum government funding limits.
- Investment market volatility has resulted in substantial stock valuation losses. Despite this, **returns on Curtin's investments for 2022 exceeded benchmark.**

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

- The first release of the **Digital Platform** that will enable the transformation of digital experiences for students and staff was achieved in 2022, with the successful completion of five new key platforms: digital factory, smart campus, data and analytics, integration and experiences. The Digital Platform will automate IT management, provide new digital services for innovation projects and allow for data-driven decisions across the University's services, while reducing infrastructure costs. Curtin is well placed with this agile technology foundation to **develop key future digital experiences** across the University for staff and students. Examples of the #poweroftheplatform are the new Timetable Planner and Engagement Dashboard prototype.
- The second phase of revamping Curtin's technology foundation, **Digital Identity**, commenced during 2022. Once completed, this project will enhance Curtin's ability to protect its digital assets and collaborate with outside organisations and partners, as well as enabling personalised digital experiences.
- Two key digital enabling projects are well underway at Curtin: the **Research Management System** will see the core research management processes automated across the University; and the **Advancing Admissions** project will streamline and stabilise the core admissions process, from application to enrolment.
- Encompassing these key projects is the successful revamp of Curtin's approach to **digital governance**, with the implementation of the new Digital Steering Committee. The committee will provide executive oversight of all key digital projects to ensure the successful delivery of outcomes, while reducing risks in executing them.
- Main construction works on the **TL Robertson Library** at the Perth campus continued during the year, transforming it into a **space for digital innovation and social collaboration**. The major refurbishment program responds to the rapidly changing role of libraries, supporting the University's strategic ambition to address the contemporary needs of the Curtin community and make the library more operationally sustainable.

- The **Exchange precinct** opened in 2022, creating a vibrant urban presence at the northern end of the Perth campus and providing an on-campus home to 1,000 residents. Exchange is the first precinct to be delivered in response to the Greater Curtin Master Plan, which has received **6 Star Green Star Community Certification**, the highest green star rating achievable.

Deepen our commitment to environment sustainability within all of our operations

- Curtin's **Sustainable Development Plan: Towards 2030** was developed during the year. It will deliver sustainability-aligned curricula, research projects, operations, engagement and governance, and supports all 17 of the Sustainable Development Goals of the United Nations.
- Curtin continues to roll out the **6 Star Green Star Community (certified) Curtin Master Plan**, bringing active transport, water custodianship, clean energy and resource efficiency to the Perth campus.
- Curtin's commitment to **smart buildings** continues in an effort to save electricity. The University's energy footprint is available publicly through the **Living Campus Platform**, which shares and takes responsibility for Curtin's electricity footprint.
- **Energy and carbon emissions remained steady** in the 2021/22 financial year compared to the previous year, despite opening the Exchange precinct and reinvigorating the Perth campus post-COVID-19. In 2022, a **Carbon Plan** exploring Curtin's pathway to net zero was produced.
- In 2022, Curtin introduced **organic waste separation** in office kitchens, container deposit scheme collection points and coffee cup recycling points.

Further information on Curtin's environmental sustainability initiatives can be found on page 59 of the Report on Operations.

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

- The **Vice-Chancellor's Excellence Awards for Professional Staff** recognise the innovative work of high-performing staff who demonstrate outstanding achievement aligned to the University's vision and values. The awards program recognises **Excellence in Continuous Improvement** and among the winners in this category in 2022 was the Curtin Student Conduct and Student Discipline and Appeals Team for the team's work in reconfiguring processes and outcomes for academic misconduct. Amy Hickman, from the School of Design and the Built Environment, won an individual Excellence in Continuous Improvement award for her leadership in relocating the school's technical capability to its new building in the Exchange precinct.

Looking forward

In 2023, Curtin will continue to transform its digital infrastructure for students and staff to support the University's sustainable innovation and growth, underpinned by good governance and risk management. The Curtin business model will continue to be refined to ensure it is adaptable and responsive to Curtin's strategic needs, while our new Sustainable Development Plan will provide a roadmap for addressing the United Nations Sustainable Development Goals across our diverse areas of operation.

Report on operations

Governance of the University

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

Council met on seven occasions in 2022 and held two Council strategy workshops.

Key governance-related matters considered by Council in 2022 included:

- approval of the following:
 - 2030 Curtin strategic plan
 - Annual report 2021
 - Budget 2023
 - Physical facilities plan 2023
 - Strategic risk appetite
 - Risk management policy
 - Revised academic misconduct rules
 - Digital identity project
 - Modern slavery statement
 - Revised Council skills matrix
 - Revised constitutions for the Audit, Risk and Compliance Committee, and Finance Committee
 - Council members’ health and safety due diligence work plan and scorecard
 - Various honorary awards
- Appointment of the Student Guild’s external auditor
- Priorities, key performance indicators and measures for assessing the University’s performance in 2023 under the 2030 strategic plan

- noting reports on the following:
 - University’s performance against key performance indicators, measures and targets identified in the 2017-2022 strategic plan
 - Academic assurance statement 2021
 - Operations of the Kalgoorlie Campus in 2021
 - Diversity and inclusion
 - Strategic risk
 - Cyber security
 - Financial management
 - Investment performance
 - Health and safety
 - Staff complaints
 - Application of the Common Seal
 - Student Guild’s financial performance
 - Compliance with the Voluntary Code of Best Governance Practice.

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 2022 as part of Council’s meeting program. These included:

- Humanities
- Research
- Global positioning
- Activities at the Kalgoorlie Campus
- Student satisfaction
- Psychosocial health and safety issues.

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

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

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

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

Report on operations (continued)

Members of Council for 2022

Members appointed by Governor	Commenced	Terminated	Due to expire
Ms Elisa Fear	1/4/2021	Current	31/3/2024
BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	31/3/2021	
Mr Damian Gordon	1/4/2021	Current	31/3/2024
BCom (Curtin) FCA SF Fin FAICD	1/4/2018	31/3/2021	
Mr Michael Lundberg	28/5/2019	20/10/2022	
LLB (UWA) BCom (UWA)			
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor Harlene Hayne CNZM	19/4/2021	Current	Ex-officio
PhD (Rutgers) HonDSc (Colorado College) HonLLD (Otago) FRSNZ			
Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Julia Richardson	1/4/2021	Current	31/3/2024
PhD (Otago) PGCE (Manchester) MA (Manchester) BSc (Hons) (Glamorgan)			
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Ms Catherine Clark	18/6/2019	31/3/2022	
BA (Murdoch) Grad Cert Public Health (UWA) MInfoMgmt (Curtin) GAICD			
Dr Kristy Noakes	1/4/2022	Current	31/3/2025
PhD (Curtin) BSc (Curtin)			
Members elected by graduates	Commenced	Terminated	Due to expire
Ms Kim Gibson	1/4/2021	Current	31/3/2024
BAppSci (Physio) MA Public Sector Leadership (Griffith) GAICD FACHSM			
Dr Samantha Hall	1/4/2021	Current	31/3/2024
PhD (Curtin) MsC (Curtin) BComm (Curtin)			
Members elected by students	Commenced	Terminated	Due to expire
Mr Jeremy Ash (undergraduate)	4/8/2022	Current	3/8/2023
	1/1/2021	31/3/2022	
Ms May Majimbi (postgraduate)	1/4/2021	31/3/2022	
	1/4/2020	31/3/2021	
Mr Lapo Bigazzi (undergraduate)	1/4/2022	31/5/2022	
Ms Ayomide Ogundipe (postgraduate)	1/4/2022	31/5/2022	
BPharm MPS			
Mr Hameed Mohammad (postgraduate)	4/8/2022	5/8/2022	
Mr Mitch Craig (postgraduate)	21/11/2022	Current	20/11/2023
BEng(Hons)(Curtin) GradIEAust			

Co-opted Members	Commenced	Terminated	Due to expire
Dr Terry Agnew	1/1/2022	Current	31/12/2024
BE (Adel) MSc (UWA) MBA (UniSA) AMP (Harvard) HonDUniv (Curtin) FAICD FAIM SF Fin MAIE	1/1/2019	31/12/2021	
Mr Rob Cole	29/6/2022	Current	28/6/2025
LLB (ANU) BSc (ANU) AMP (Harvard)			
Dr Andrew Crane (Appointed Chancellor from 1/01/2019)	1/4/2021	Current	31/3/2024
PhD (Portsmouth) BSc Hons (Hatfield) AMP (Harvard) IDPcert (INSEAD) FAICD	1/4/2018	31/3/2021	
		Previously appointed by the Governor 1/4/2015 – 31/3/2018	
Dr Vanessa Guthrie AO (Appointed Pro Chancellor from 1/4/2020)	1/4/2020	Current	1/4/2023
PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) Grad Dip (UNE)	1/4/2017	31/3/2020	
BSc (Hons) (UNE) HonDSc (Curtin) FTSE FAICD FAusIMM			
Mr David Southam	1/4/2020	Current	31/3/2023
BCom (Curtin) FCPA MAICD			
Dr Katherine Stannage	1/4/2020	17/2/2022	
MBBS (UWA) FRACS FAOrthA GAICD			
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor Dale Pinto	1/4/2022	Current	31/3/2024
PhD (Law) (Melb) MTax (Hons) (Syd) PGradDipBus (Dist)	1/4/2020	31/3/2022	
(Curtin) BBus (Dist) (Curtin) FCPA FTMA FAAL CA CTA-Life	1/4/2018	31/3/2020	
AFAIM MAICD			

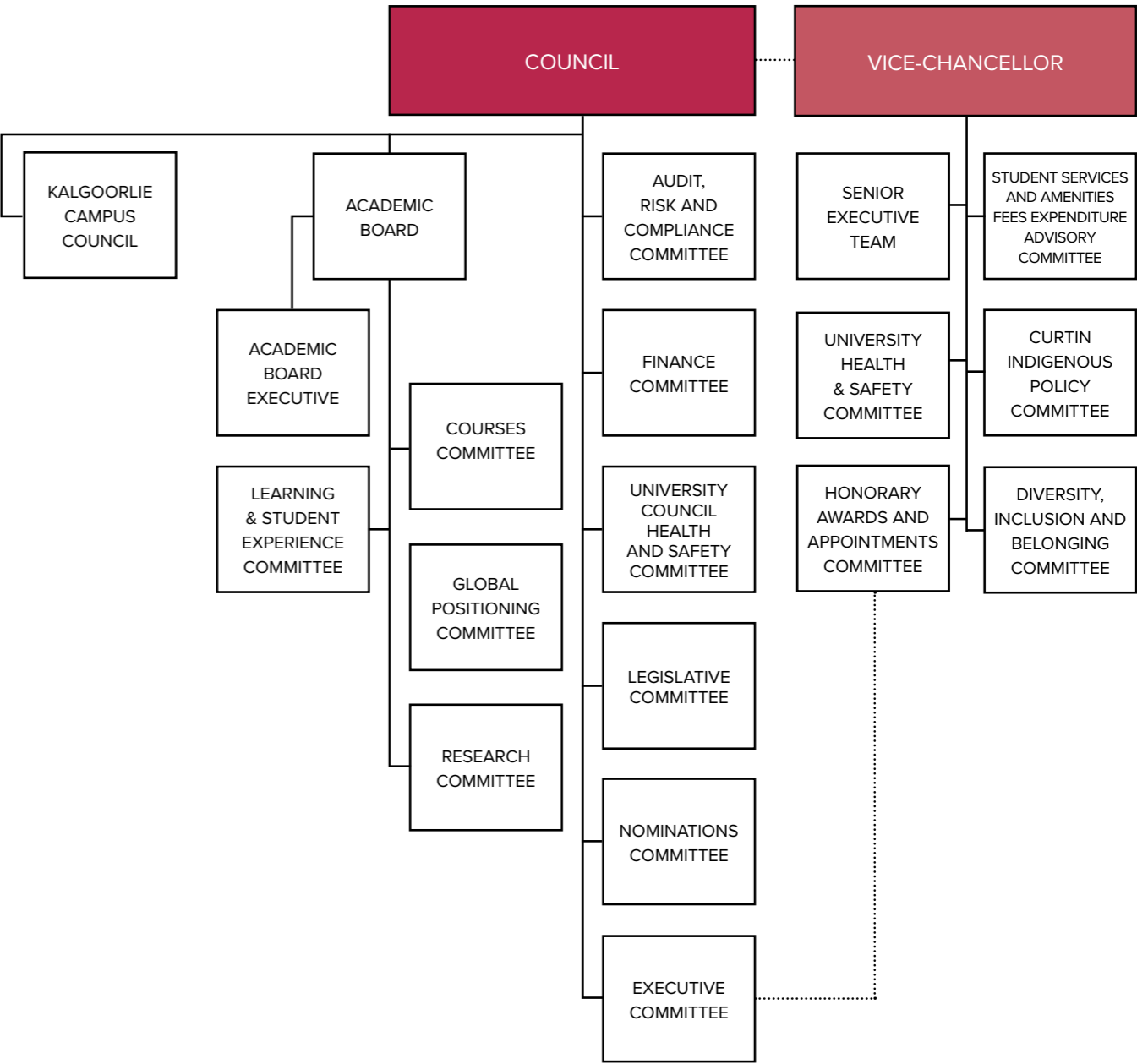
Report on operations (continued)

Members of Council (as at 7 December 2022)



Back row from left: Damian Gordon, Rob Cole, Dr Terry Agnew, Jeremy Ash, Mitch Craig. Middle row: Dr Samantha Hall, Kim Gibson, Professor Dale Pinto, Dr Kristy Noakes, Elisa Fear, Professor Julia Richardson, David Southam. Seated: Professor Harlene Hayne CNZM (Vice-Chancellor), Dr Andrew Crane (Chancellor), Dr Vanessa Guthrie AO (Pro Chancellor).

Governance structure (as at 31 December 2022)

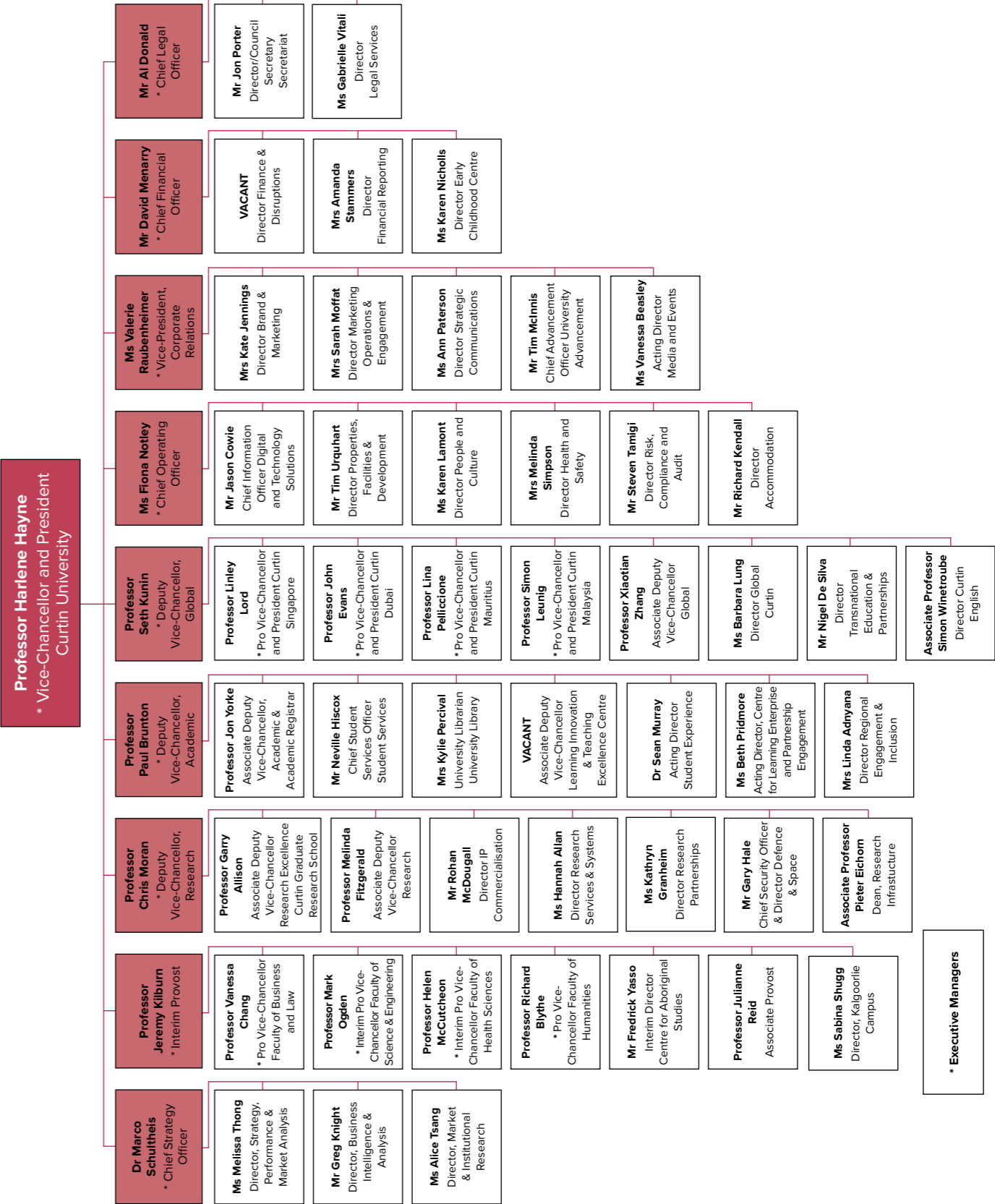


Report on operations (continued)

Senior Officers (as at 31 December 2022)

Vice-Chancellor	Professor Harlene Hayne
Provost	Professor Jeremy Kilburn
Deputy Vice-Chancellor, Global	Professor Seth Kunin
Deputy Vice-Chancellor, Research	Professor Chris Moran
Deputy Vice-Chancellor, Academic	Professor Paul Brunton
Pro Vice-Chancellor, Business and Law	Professor Vanessa Chang
Pro Vice-Chancellor, Health Sciences (Interim)	Professor Helen McCutcheon
Pro Vice-Chancellor, Humanities	Professor Richard Blythe
Pro Vice-Chancellor, Science and Engineering (Interim)	Professor Mark Ogden
Pro Vice-Chancellor & President, Curtin Malaysia	Professor Simon Leunig
Pro Vice-Chancellor & President, Curtin Singapore	Professor Linley Lord
Pro Vice-Chancellor & President, Curtin Mauritius	Professor Lina Pelliccione
Pro Vice-Chancellor & President, Curtin Dubai	Professor John Evans
Chief Operating Officer	Ms Fiona Notley
Vice President, Corporate Relations	Ms Valerie Raubenheimer
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Al Donald

Organisational chart (as at 31 December 2022)



Report on operations (continued)

Staffing matters

Staff summary (as at 31/03/2022)

	Continuing/ Permanent	Fixed term/ Temporary	Total
Academic Staff	809.90	514.20	1,324.10
Professional & General Staff	1,246.31	587.10	1,833.41
Total	2,056.21	1,101.30	3,157.51

Data source: HR Reporting – Staff Workforce Profile as of 9 December 2022

Staffing policies and initiatives

- As the COVID-19 pandemic continued into 2022, the University released a policy mandating the need for vaccination, or a valid exemption, for all employees attending our Western Australian campuses. The policy was revoked in June 2022 at which time, of the 77 per cent of employees who were fully vaccinated (doses 1 and 2), 37 per cent had recorded a third vaccination.
 - Additional personal and professional development opportunities were initiated through the introduction of 59 learning programs (online) covering a wide range of subjects, including leadership, team development, research integrity, health and safety, sexual harassment, universal design and cyber security, amongst other areas.
 - A broad range of policies and procedures were refreshed during the year, including those pertaining to recruitment and appointment, additional remuneration and benefits, working with children, workers' compensation, injury management and disability, academic promotions, academic workload allocations, additional remuneration and titles for University positions. A specific project was undertaken in relation to University Associates, culminating in the review and updating of multiple University policies and procedures.
- Work was completed to ensure Curtin met the requirements of the 'Your Future, Your Super' reform measures, including the increase in the superannuation guarantee to 10.5 per cent where applicable, and data collection updates to accommodate the new requirement for 'stapling' of new employee superannuation accounts.
 - On 27 March 2021, the *Fair Work Amendment (Supporting Australia Jobs and Economic Recovery) Act 2021* (Cth) (*Fair Work Amendment Act*) came into effect, introducing new provisions into the *Fair Work Act 2009* (Cth) in relation to casual staff members. In 2021, Curtin undertook a project to enact the transitional requirement and, from January 2022, the business process has been embedded to meet the ongoing requirements of the legislation.
 - In December, the Fair Work Legislation Amendment (Secure Jobs, Better Pay) Bill 2022 was passed by the Senate. This Bill will have a significant impact on the legislative environment of the higher education sector and Curtin has actively engaged with the Australian Higher Education Industrial Association (AHEIA) and other universities to understand the full impact for the University.

Legislation and industrial relations

- The *Curtin University Academic, Professional and General Staff Agreement 2017-2021* nominally expired on 30 June 2021. A program of consultation with employees was undertaken which created 6,000 pieces of feedback. Negotiations with the National Tertiary Education Union (NTEU) began in May 2022 after receipt of their Log of Claims, however despite agreement that we would work towards a vote in November 2022, and intensive negotiations in October and November, no agreement had been reached by the end of the year.
- This year the University successfully updated the payroll system to accommodate the requirements of Single Touch Payroll 2 (STP2). STP2 is part of the government's commitment to streamlining employer reporting obligations.

Occupational safety and health, workers compensation and injury management

Curtin recognises that health and safety risk is inherent in our business and the effective management of risk is vital to delivering our strategic objectives, continued growth and success. Curtin is committed to managing risks in a proactive and effective manner to ensure the health and wellbeing of its staff and students. The University continues to recognise the importance of safety leadership as a pillar in identifying and managing risk, with a key focus on the top five health and safety risks for the University and on positive performance indicators to continually improve the safety culture within the Curtin community.

The new Western Australian Work Health Act was legislated in March 2022. Two key elements of the Act included consultation with workers and the requirement to prevent psychosocial hazards and incidents in the workplace. Curtin has worked closely with leaders and with health and safety representatives in both these areas and has established the Respect at Curtin Working Group.

Key health and safety projects in 2022 included the 'Safe Today - Safer Tomorrow' program which is the mapping of activities, identification of key risks and mitigations and development of plans at school and area levels. Other projects included the development of the Health and Safety Framework, Safe Work Month activities, the Benny Button Wellness Leadership Program, ongoing education for health and safety representatives, and psychosocial hazards and incident identification and investigation processes.

Curtin continued to adapt to the COVID-19 pandemic to minimise the risk of transmission, maintain the safe delivery of services and ensure the wellbeing of staff and students. Ongoing risk assessments were completed to ensure adequate health and wellbeing services were available to the Curtin community.

2022 Reportable Key Performance Indicators

Measure	Actual results						Performance	
	2017	2018	2019	2020	2021	2022	Target	Comment on result
Number of fatalities	0	0	0	0	0	0	0	Meets target
* Lost time injury/disease incidence rate (LTIIR)	0.16	0.50	0.26	0.33	0.25	0.27	0 or 10% reduction	Target not met
** Lost time injury/disease severity rate (LTISR)	0.00	21.05	30.00	0.00	0.00	10.00	0 or 10% reduction	Target not met
*** Percentage of injured workers returned to work within:								
(i) 13 weeks	100%	86%	100%	83%	89%	100%	Greater than or equal to 80%	Exceeds target
(ii) 26 weeks	100%	100%	100%	0	0	0		
Percentage of managers trained in occupational safety, health and injury management responsibilities	85%	83%	81%		94%	97%	Greater than or equal to 80%	Exceeds target

Report on operations (continued)

Significant issues and trends

COVID-19 impacts continue

The Western Australian government officially reopened the state's borders to both the east coast of Australia and the rest of the world in March 2022, ending an almost two-year long set of restrictions that sought to protect the state from the most severe elements of COVID-19. Whilst the delayed re-opening of Western Australia's borders significantly continued to impact international enrolments for first semester, strong growth in international enrolments was achieved in second semester with borders open and restrictions removed.

Significant economic factors in 2022

Further uncertainty about worldwide economic stability arose in 2022. On top of ongoing COVID-19 economic impacts that have slowed economic growth, the invasion of Ukraine by Russia in February 2022 and ongoing war has destabilised the European geopolitical environment. Energy prices that had started to rise due to COVID-linked labour shortages and economic changes were further boosted by the loss of Ukrainian and Russian gas sources, which in turn saw significant increases in the cost of food production, supply chains and general transportation costs.

Other events, such as ongoing Brexit constrictions and government bond (gilt) volatility on the United Kingdom's economy and the slowing of China's economic growth helped raise concerns about a possible global recession by organisations such as the International Monetary Fund (IMF) and the World Bank. The strong appreciation of the United States dollar against other global currencies has pushed up a range of international costs around imports while reducing the purchasing power of local economies, further increasing worldwide inflation levels. Central banks around the world attempted to manage inflation rate increases through tightening monetary policy, further reducing the availability of capital for investment and putting pressure on local costs of living.

The Australian economy experienced conflicting economic indicators in 2022, with unemployment rates low and wage growth trailing inflation. The Reserve Bank was quick to respond in raising interest rates in an attempt to manage local inflation rates, but these actions put further pressure on cost of living expenses. Higher interest rates should reduce demand for housing purchases; however the low levels of available homes for purchase or rent has seen Australian residential property prices continue to grow overall. The monthly Consumer Price Index (CPI) has seen the most significant price rises coming from new dwelling purchases by owner-occupiers and energy costs, with the largest increases coming from non-discretionary inflation sources.

These factors have resulted in an uncertain environment for Australian higher education. A strong jobs market, combined with rising costs of living, makes full-time study less attractive to domestic students. International students value Australia's geopolitical stability but are facing challenges with reduced resources to invest in their education and high cost of living

expenses when they arrive onshore, including limited access to rental accommodation. Although enrolment levels appear to have bounced back from COVID-linked lows of 2020, there will be ongoing consideration within the Australian higher education sector about the attractiveness of university enrolment for both domestic and international students while worldwide economic conditions remain mixed and uncertain.

Change in federal government and its higher education focus

In May 2022, Anthony Albanese was sworn in as Australia's 31st Prime Minister, with his Labor government replacing a Liberal/National Coalition government that had been in power since 2013. This change in government has brought about a change in focus across a wide range of areas, including economics and higher education.

Economically, the new federal government flagged in October 2022 that delivering targeted cost of living relief, delivering budget repair, and building a more resilient economy were key immediate priorities. This involves initiatives such as delivering cheaper childcare options, reducing the cost of medicines on the Pharmaceutical Benefits Scheme, improving services (including Medicare and veterans' compensation claims processing), greater delivery of nation-building infrastructure, and supporting greater wage growth. Given both worldwide and local economic conditions, it will likely take time for any of these initiatives to show large-scale benefits for the Australian community.

Within higher education the government is seeking to meet key skill gaps and to also provide greater opportunities for students who traditionally face barriers to work and study. A total of 480,000 fee-free TAFE and community-based vocational education places will be provided over four years, with an initial 180,000 places in 2023 through a \$1 billion agreement with states and territories. Additional Commonwealth-supported places will be made available for under-represented groups, with a boost of up to 20,000 additional places being made available across 2023/24 through an investment of \$485 million. Additional initiatives include 'Startup Year', supporting university-based accelerator programs, and the development of an Australian University Accord. The accord is the first broad review of Australia's higher education sector since the 2008 Bradley Review and shows the significant attention the new government is paying to the higher education sector.

The new federal government also halted the 2023 Excellence in Research in Australia (ERA) process in August 2022 through a Ministerial Statement of Intent, requesting that the Australian Research Council (ARC) streamline current processes and reduce ERA-associated workloads. An expert ERA transition working group has been convened to develop a more modern data-driven approach that identifies and promotes excellence in research in Australia's higher education institutions through comparisons with international benchmarks. This change will have an impact on how research at Australian institutions is evaluated nationally, with a transition plan due by the end of 2022 and implementation anticipated for 2024/25.

Regulatory focus

The Tertiary Education Quality and Standards Agency (TEQSA) is responsible for the regulation and quality assurance of all providers offering higher education courses. TEQSA has been increasingly proactive in managing issues related to admission standards, academic and research governance, student safety, foreign interference, cyber security and fraud and corruption within the higher education sector in 2022.

COVID-19 impacts have seen both domestic and international students often required to engage in off-campus learning activities, both within Australia and offshore. This includes assessments and exams delivered through online mechanisms where proctoring is difficult. There has been an increase in opportunistic services that seek to take advantage of students through this gap, and TEQSA have used protocols with Australia's major Internet Service Providers to block access to around 150 commercial academic cheating (or contract cheating) websites.

TEQSA has also focused on a number of other regulatory and standards issues this year, including provider responsibilities when using student agents in international student pathways, development of guidance notes to ensure a stronger institutional focus on key areas, and continuing implementation of the Compliance Monitoring Framework approved in 2021.

In August 2021, the Coalition federal government passed the Tertiary Education Quality and Standards Agency Amendment (Cost Recovery) Act 2021 that provided the mechanism for this change in funding models; however, detailed information on the changes was only released in October 2022.

These activities point towards an actively engaged regulator within Australia's higher education space that is clearly focused on maintaining world-class standards of academic integrity.

Student experience recovers from an all-time low

Student satisfaction at Australia's universities dropped to an all-time low in 2020 due to the impact of COVID-19. The Quality Indicators for Learning and Teaching Survey (QILT) recorded that student satisfaction with university education dropped sharply in 2020, reaching its lowest level since the survey began in 2012.

Results from the Student Experience Survey 2021 saw an overall improvement in student satisfaction results. Where 2020 saw higher education institutions rapidly adapting their teaching and learning arrangements due to COVID-19, and a greater move towards online or hybrid teaching mechanisms, in 2021 there had been time to establish and better refine approaches in teaching delivery.

At a national level, student ratings of the quality of the entire educational experience increased to 73 per cent in 2021 from 69 per cent in 2020. Although this is not a complete recovery – results before 2020 existed within a band of 78 per cent to 80 per cent – it is a positive first step in a recovery in student experience outcomes. Among other key measures, learner engagement remains a concern: prior to 2020 it existed in a

band between 57 per cent to 62 per cent before falling to 44 per cent in 2020, and only slightly increasing to 49 per cent in 2021. This indicates the significant challenge facing institutions in ensuring their students develop a sense of belonging to their institution or promoting interaction with other students when learning is not on campus. This will remain a challenge to solve as online or hybrid teaching delivery options become increasingly common.

In 2022, students were generally able to return to campus for learning and social experiences, although at different times depending on the state/territory they were enrolled in. However, not all elected to do so, with pictures posted by some academics of empty lecture theatres as students opted for online learning options instead of in-person attendance. There has been a shift in student expectations as well, as 2020 showed that online teaching delivery could be developed in most disciplines, so attendance on campus is not always critical for learning. Given current economic conditions, it is not unreasonable for students to use the flexibility that online learning provides them while working to cover increasing cost of living expenses.

Although student experience results have recovered from the lows of 2020, Australian institutions are still adapting to post-COVID education opportunities and changes in student expectations.

Report on operations (continued)

Changes to the legal environment affecting the University in 2022

Specific legislative changes that impact or may impact on the University’s operations are outlined below:

- **New and amended legislation in 2022:**
 - *Security of Critical Infrastructure Act 2018* (Cth), including *Security Legislation Amendment (Critical Infrastructure) Act 2021* (Cth) and *Security Legislation Amendment (Critical Infrastructure Protection) Act 2022* (Cth)
 - *Data Availability and Transparency Act 2022* (Cth)
 - *Fair Work Amendment (Paid Family and Domestic Violence Leave) Act 2022* (Cth)
 - *Jobs and Skills Australia Act 2022* (Cth)
 - *Treasury Laws Amendment (More Competition, Better Prices) Act 2022* (Cth)
 - *Parliamentary Commissioner Amendment (Reportable Conduct) Act 2022*
 - *Health and Disability Services (Complaints) Amendment Act 2022*.
- **Bills in progress:**
 - Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Bill 2022 (Cth)
 - Education Legislation Amendment (2022 Measures No.1) Bill 2022 (Cth)
 - Fair Work Legislation Amendment (Secure Jobs, Better Pay) Bill 2022 (Cth)
 - Higher Education Support Amendment (2022 Measures No.1) Bill 2022 (Cth)
 - National Anti-Corruption Commission Bill 2022 (Cth)
 - Privacy Legislation Amendment (Enforcement and Other Measures) Bill 2022 (Cth)
 - Telecommunications Legislation Amendment (Information Disclosure, National Interest and Other Measures) Bill 2022 (Cth)
 - Treasury Laws Amendment (2022 Measures No.2) Bill 2022 (Cth)
 - Biosecurity Amendment (Strengthening Biosecurity) Bill 2022 (Cth)
 - Animal Welfare and Trespass Legislation Amendment Bill 2021 (WA)
 - Directors’ Liability Reform Bill 2022 (WA).

Other disclosures and legal requirements

Academic Freedom and Freedom of Speech Policy

Curtin’s Academic Freedom and Freedom of Speech Policy (**Policy**) is based on the Hon Robert French AC’s *Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers* (Model Code). Professor Sally Walker’s *Review of the Adoption of the Model Code (Review)* confirmed that Curtin’s Policy is mostly aligned with the Model Code.

In 2022 Curtin undertook a series of additional alignment measures as recommended by the Review. We conducted a broad review of our policies and procedures and made updates to the following to further align with the Policy: *Media Procedures, Social Media Guidelines, Digital Publishing Procedures, Discrimination and Harassment Procedures*, and our venue booking terms and conditions.

Curtin also took the opportunity to reaffirm and reinforce its commitment to academic freedom and freedom of speech at Academic Board, the University’s peak academic governance body comprised of a broad range of staff, student and senior executive representatives. Discussion and feedback was invited on developments on these topics since the introduction of the Policy. No significant concerns were raised.

In 2022 we also encouraged the Student Guild to consider adopting an appropriate academic freedom and freedom of speech policy to cover the Guild’s operations. The University offered its support to the Guild in any resulting policy development process.

The results of the 2021 national Student Experience Survey (SES) conducted on behalf of the Australian Department of Education, Skills and Employment were reported in 2022, with 84.5% of students responding positively to questions regarding the management of freedom of expression issues at Curtin’s Australian campuses.

Curtin’s next staff survey is planned for 2023 and will be updated to include questions regarding the management of academic freedom and freedom of speech.

No issues of concern came to the attention of Council during 2022 regarding academic freedom or freedom of speech.

Responsible investment

The University is committed to responsible investing, which addresses risks and opportunities related to environmental, social and governance (ESG) issues, and integrates responsible investing into its long-term investment strategy.

In doing so, the University monitors – for the managed funds it invests in – ESG ratings; carbon footprints; proxy voting reports; and assessments of compliance with the UN Principles for Responsible Investment.

Act of Grace payments

In 2022 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 2022 the following costs were recorded against these items:

	Amount \$ (excl GST)
Advertising agencies	1,783,416
Market research organisations	629,232
Media advertising organisations	3,965,587
Grand total	6,378,235

Report on operations (continued)

Capital works

Projects completed in 2022

'Exchange' (previously known as Greater Curtin Stage One)

- Curtin executed the principal agreements in 2019 with the selected private sector consortia to finance, deliver and operate the Exchange precinct and operate Curtin's existing student accommodation at its Perth campus.
- With a capital value at circa \$300 million, the completed buildings include student accommodation (St Catherine's College and Unilodge), short-stay accommodation (the Nesuto Hotel), apartments, industry partner space, retail, and supporting amenity and infrastructure.
- Included within the overall project were multiple leasing and capital works streams undertaken by Curtin for the many retail tenancies, commercial spaces and surrounding public realm spaces.
- Operational readiness occurred in January 2022 with the anchor IGA retail tenant opening its doors in August 2022.

Building 418: School of Design and the Built Environment

- Construction commenced in September 2019 and was forecast to be completed for occupancy for second semester in 2021. The tragic incident that occurred on this site in October 2020 created an impact to the works that resulted in practical completion being achieved in February 2022 and being fully operational for first semester of that year.
- With a project value of \$115 million, this building is the home for the School of Design and the Built Environment, but also incorporates an additional 2,500 square metres of space for industry partners, including a lease with the Western Australia Country Health Service who opened their premises in August 2022.

General refurbishments

- In 2022, as per our recurrent refurbishment programs, a wide variety of works were committed and commenced including: lift upgrades in Building 100 and Building 109; Building 205 chilled and heating water upgrade; upgrades to fire and emergency warning systems in Building 402, Building 204 and Building 300; and gas and water metering network upgrades at the Perth campus.
- Examples of key minor refurbishment projects delivered include: Building 405 clinical skills laboratory refurbishment; Building 314 computer science laboratory space upgrade; Building 301 SHRIMP instrument replacement fit-out; Building 401 front of house works for the Faculty of Health Sciences; Building 312 JDLC WAAIF laboratory refurbishments; Building 311 and Building 206 BAM laboratory relocations for the Faculty of Science and Engineering; 78 Murray Street Stolen Generations Immersive Hub fit-out for the Faculty of Humanities; and 58 Murray Street Future of Work Laboratory for the Faculty of Business and Law.
- The Building 211 (Centre for Aboriginal Studies) building upgrades were also commenced.

Major projects commenced or under construction in 2022

Building 105 TL Robertson Library upgrade

- The library required a major upgrade to provide a best-practice, contemporary, fit for purpose library facility and address the end-of-life plant and building services.
- The overall scope consists of a new services tower and related infrastructure upgrades, a new entrance, updating all floors from the ground and lower floors through to Level 6, and repurposing the top floor (Level 7) from services space into useable floor area.
- Initially a two-stage construction project that commenced in December 2020 (after being impacted by COVID-19), the strategy was revised to undertake all works in a single stage so that operations would only be impacted across the 2021 and 2022 academic years.
- The now combined stage one and stage two project has a revised total funding provision of \$112.7 million and remains on track to reach practical completion in early 2023 in time for the commencement of the 2023 academic year.



The much-used TL Robertson Library underwent a major upgrade in 2022.

Building 117 precinct plantroom extension

- The southern precinct plantroom required expansion and upgrade to support the ongoing and future building development needs to service that part of the campus, including for the proposed Building 316 Sciences Building.
- This included provision of additional heating capacity in accordance with the Integrated Infrastructure Management Plan.
- The project has a funding provision of \$6.5 million and is on track for completion in early 2023.

Major projects forecast to commence construction in 2023

Building 316: Sciences Building

- The new Sciences Building, a circa \$275 million facility, engaged the project and consultant design team at the beginning of 2022 with concept design completed at the end of the year.
- The building will provide a home for the Western Australian School of Mines: Minerals, Energy and Chemical Engineering and the John de Laeter Centre, and provide state-of-the-art teaching laboratories and work environments for the science-based faculties.
- Construction is forecast to commence potentially by end 2023 with an opening in 2026.

The Stadium and recreation precinct upgrades (Stages 1 to 3)

- The \$12 million, three-stage project is currently in concept design stage. It is expected that the upgrades, including the building improvements for winter graduations in the Curtin Stadium and repurposing of the Curtin Dome and surrounding public environment, will see Stages 1 and 2 completed by the end of 2024.
- The project aims to strengthen the interface between the Exchange precinct, Curtin Stadium and the Curtin Central bus interchange through strategic and functional urban and public realm outcomes.

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

- On a recurrent basis across Curtin's four faculties, multiple projects are defined and undertaken every year to address various refurbishments, teaching and learning requirements and research-driven upgrades.
- These projects are included within the 2023 Capital Plan to a budget of \$24.3 million.
- The significant projects that are commencing or being delivered in 2023 include the Building 108 Physiotherapy refurbishment and various relocations.



The interior of the new School of Design and the Built Environment building.

Report on operations (continued)

Council and committee remuneration

Pursuant to Premier’s Circular 2017/08, the University must provide a report on the remuneration provided to board/committee members. Under the requirements of the Annual Reporting Framework issued by the Public Sector Commission, the voluntary remuneration payments provided to the members of Council and co-opted members of the sub-committees of Council in 2022 are as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2022 financial year¹
Council Member (Committee member)	Mr Terry Agnew	Annual	12 months	\$20,000.00
Council Member (Student)	Mr Jeremy Ash	Annual	7 months, 28 days	\$3,296.70
Committee Member (Co-opted)	Mr Alex Bates	\$2,000.00 per meeting	9 months	\$4,000.00
Council Member (Student)	Mr Lapo Bigazzi	Annual	2 months	\$833.33
Council Member (Chancellor)	Dr Andrew Crane	Annual	12 months	\$80,000.00
Council Member (Staff member)	Ms Catherine Clark	No entitlement	3 months	Zero
Council Member (Non-student member)	Mr Rob Cole	Annual	6 months, 2 days	\$7,582.48
Council Member (Student)	Mr Mitch Craig	Annual	1 month, 10 days	\$557.07
Council Member (Committee member)	Ms Elisa Fear	Annual	12 months	\$20,000.00
Council Member (Non-student Member)	Ms Kim Gibson	Annual	12 months	\$15,000.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2,000.00 per meeting	12 months	\$12,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	12 months	\$20,000.00
Council Member (Pro Chancellor)	Dr Vanessa Guthrie	Annual	12 months	\$40,000.00
Council Member (Non-student Member)	Dr Samantha Hall	Annual	12 months	\$15,000.00
Council Member (Vice-Chancellor)	Prof Harlene Hayne	No entitlement	12 months	Zero
Council Member (Non-student Member)	Mr Michael Lundberg	Annual	9 months, 19 days	\$12,024.47
Council Member (Student)	Ms May Majimbi	Annual	3 months	\$1,250.00
Council Member (Student)	Mr Hameed Mohammad	Annual	2 days	\$27.47
Committee Member (Co-opted)	Mr Matt Mueller	\$2,000.00 per meeting	12 months	\$10,000.00
Council Member (Staff member)	Dr Kristy Noakes	No entitlement	9 months	Zero
Council Member (Student)	Ms Ayomide Ogundipe	Annual	2 months	\$833.33
Council Member (Staff member)	Prof Dale Pinto	No entitlement	12 months	Zero
Council Member (Staff member)	Prof Julia Richardson	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Ann Robinson	\$2,000.00 per meeting	12 months	\$10,000.00
Committee Member (Co-opted)	Ms Vicki Robinson	\$2,000.00 per meeting	12 months	Zero
Committee Member (Co-opted)	Mr Vince Santostefano	\$2,000.00 per meeting	9 months	\$6,000.00
Council Member (Committee Chair)	Mr David Southam	Annual	12 months	\$35,000.00
Council Member (Non-student Member)	Dr Katherine Stannage	No entitlement	1 month, 17 days	Zero
Committee Member (Co-opted)	Mr Darren Weaver	\$2,000.00 per meeting	12 months	\$12,000.00

¹The remuneration payments are voluntary and include sacrificed remuneration made as a donation to the University.

Directors’ and officers’ liability insurance

An indemnity agreement has been entered into between the University and its directors and officers. Under the agreement, the University has agreed to indemnify those directors and officers against any claim to the extent allowed by the law, for any expenses or costs which may arise as a result of work performed in their respective capacities. During 2022, 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

The University’s DAIP ambition, through to the end of 2030, is to embed universal design principles into the design and delivery of all aspects of Curtin’s activities to benefit all staff and students, not just people with disability.

Outcome 1: Services and events

There was a steady increase in the proportion of students with disability enrolled at Curtin in 2022. As well as real growth in numbers, this increase is due to initiatives encouraging students to share their equity status information on Student One.

The Curtin Careers disability employment webpage, launched in March, showcases employment and work experience opportunities available through disability-confident employers, and directs students to support and career development programs they can access whilst completing their studies.

Recruit Curtin piloted the ‘Recruit Ability Student Network’, providing regular updates to registered students on career development resources and jobs to enhance their employability, and collaborated in the development and delivery of employment transition workshops for neurodivergent students. The workshops were included for evaluation as part of the career development learning hub for students with disability national project. Learning outcomes included identifying unique strengths; determining what type of adjustments new employees can ask for in the workplace; understanding the pros and cons of sharing their diversity status and support needs with an employer; confidently addressing gaps in personal experience; coping strategies for when a job application is unsuccessful, and accessing further support via relevant service providers.

As part of continued efforts to shift the broader conversation around disability, Recruit Curtin also shared stories on the experiences of Curtin community members on social media and alumni platforms, encouraging community members to reflect on their own attitudes toward people with disability.

Outcome 2: Buildings and facilities

Accessible accommodation is provided in Curtin’s new Exchange precinct on the Perth campus: UniLodge’s Twin Dolphin Hall student accommodation features 19 accessible studio rooms, with St Catherine’s offering a further 16 studio queen accessible rooms to students. The new hotel in this precinct, Nesuto Curtin, is also capable of comfortably hosting guests with disability in their guest and function rooms.

Any residents with disability-related access requirements are inducted to the accommodation with a personal emergency evacuation plan (PEEP). This PEEP is shared with any emergency services who attend, reviewed at each accommodation contract renewal, and kept on the student’s file.

Curtin’s Director of Housing advertises the accessible accommodation options through Curtin’s Student Accessibility Services.

Approval for installation of a Changing Places bathroom (providing suitable facilities for those who cannot use standard accessible public toilets) was given by the Vice-Chancellor in January as part of the TL Robertson Library refurbishment and is due for delivery in 2023.

Other projects helping to improve the user experience at Curtin’s Perth campus include delivery of a campus-wide automatic door upgrade across buildings, lift replacement in key service buildings and delivery of improved pedestrian access from public transport links along Kent Street through to Technology Park.

Outcome 3: Information

Guidelines for accessible ICT procurement in higher education were developed and launched in 2022 for embedding into Curtin practices.

Curtin’s Learning Innovation and Teaching Excellence Centre (LITEC) ran a month-long training program for academic staff to promote better understanding of accessibility in course design and delivery. Digital access at Curtin was the most popular session, closely followed by ‘BlackBoard Ally’, ‘BlackBoard Fix your Content’, ‘What is Accessibility?’ and ‘Understanding CAPs’.

Automated Speech Recognition to provide transcripts for all recorded lecture content came into effect from 1 July 2022, complementing previous initiatives such as BlackBoard Ally to support staff creating accessible content that improves the student learning experience.

Report on operations (continued)

Outcome 4: Service quality

LITEC Learning Designer Jessica Seage was recognised at the Australian Disability Clearinghouse on Education and Training's inaugural Accessibility in Action Awards. Jessica's award, in the individual category of 'Creating Accessible Change', was for her work in creating the academic training program 'Accessible Design in a Digital World', and for her involvement in a joint ADCET and National Disability Coordination Officer program as an advisory group member on their Universal Design for Learning (UDL) eLearning Project.

The project developed an online training resource to enhance the knowledge and capacity of tertiary educators to confidently apply UDL in their curriculum, as well as expand the knowledge and capability of disability practitioners in tertiary education to inform and advocate for UDL within their organisation. The resource forms part of a broader project showcasing good practices of UDL across Australian tertiary institutions, accompanied by an Australian Community of Practice network.

Outcome 5: Complaints

Curtin's Integrity and Standards Unit indicated no disability/ access and inclusion issues have been lodged since the Complaints Portal was launched in 2017. It will report any systemic issues or trends to the Universal Design Working Party, which oversees implementation of the DAIP.

Outcome 6: Public consultation

Curtin's DAIP review survey was launched in March and advertised extensively to solicit responses from staff, students and the broader community.

Together with E-QUAL Disability Consultants, the project lead met with more than 70 senior leaders across the University to encourage survey participation across portfolios, including with leaders from our global campuses. A total of 469 online survey responses was received, with 45 per cent of respondents identifying as having some form of disability or health condition.

Workshops were well attended by representatives from the operational areas responsible for delivery against the DAIP outcomes. Feedback was refined and new strategies and actions developed to create Curtin's new plan, ensuring alignment with Curtin's strategic planning process. Themes include embedding commitment and accountability for delivery of diversity initiatives by senior leaders; capability building for staff; the importance of co-design and consultation in developing new services and resources with our disabled community; as well as challenges associated with access to information, physical campus layout, and career opportunities for students and those currently employed at Curtin.

The new DAIP was approved by the Senior Executive Team in October and officially launched on 30 November, to align with this year's International Day of People with Disabilities.

Outcome 7: Employment

Curtin's employee network for staff with disability and their allies is committed to supporting Curtin in becoming an employer and university of choice for staff and students with disability. This includes improving opportunities and removing barriers to participation in the workplace, promoting inclusion and providing a safe environment to discuss issues related to disability. There are currently 35 members in the collective, who have provided valuable contributions throughout Curtin's DAIP review consultation process.

Members of the collective have created new awareness-raising materials and expanded Curtin's staff portal pages to increase access to information, including details of how to connect to the network.

Environmental sustainability

Exchange precinct

Exchange is the first precinct to be built following the creation of the 6-Star Green Star Communities certified Greater Curtin Master Plan and was designed and constructed with a distinct emphasis on environmental sustainability and sustainable development. The Greater Curtin Masterplan lays out a vision of an accessible campus integrated with the local community and industry, where students, staff and visitors can experience world-leading sustainable design. As the first precinct to be built with this vision, Exchange provides the baseline for future construction both at the Perth campus and other Curtin campuses.

Exchange includes the Curtin Central bus interchange and a precinct-wide end-of-trip facility with showers and lockers to encourage low-emission travel to the Perth campus. The entire precinct is built using water-sensitive urban design principles and includes a rainwater harvesting system with a 700kL storage tank. The rainwater harvesting system is designed to maximise reductions in potable water consumption of the precinct with captured water used within bathrooms across the four buildings through winter, and then switched to irrigation in summer. Buildings have all been constructed to minimise energy consumption and provide a basis for Curtin's decarbonisation vision, with emphasis on natural light and ventilation, thermally efficient facades and more than 600kW of solar installed across the four buildings.

Building 418 – School of Design and the Built Environment

The new School of Design and the Built Environment is the first Curtin building to target a 6-Star Green Star Design and As Built certification. The building has a strong focus on biophilic design with an internal courtyard to the north, vertical planting on the façade and a focus on natural materials in the interior fit-out, including the large atrium staircase taking pride of place in the centre of the building. The double façade is designed to reduce heat load on the building while still maximising natural light and ventilation to the occupants. Bathrooms throughout the building have been fitted with live metering which allows targeted cleaning and maintenance of high-use areas. The environmental design of the public realm incorporates water-efficient landscaping and interpretation of the cultural history of the campus, with art created by a Nyungar artist and stormwater integrated into the design.

‘Living Campus’

The nationally recognised 'Living Campus' platform received an update in 2022, and now includes live thermal data for the Perth campus. Curtin operates a centralised system to provide heating and cooling, which is far more energy efficient than individual units for each room or floor. Using the energy demands of the plant rooms and the thermal energy produced to meet building demands, 'Living Campus' now allows anyone to see the true energy demand of every building on campus. This information can be used as a teaching tool for design and engineering students and is also being used by the operations team to focus on inefficient buildings to achieve an overall reduction in energy demands for the campus as a whole.

Public places and biodiversity

Curtin's Urban Forest Action Plan saw planting focused on the northern end of the Perth campus, with 3,500 new plantings between University Boulevard and Hayman Road. The Malloakup bush tucker garden has been a great success, with produce from the plot being used by the Guild chef for functions, Dookern wer Ngaarn cooking classes and served in the café.

Waste management

The University has set an operational waste diversion from landfill target of 80 per cent by 2025. The 2021/22 financial year average waste diversion rate was 55.8 per cent, an increase of six per cent compared to the previous year. Organic bins have been rolled out in all office kitchens across Curtin's Western Australian campuses, representing an important diversion stream as organics dumped in landfill produce roughly 25 times more emissions than those composted separately. Waste audits and reporting continue to be undertaken to identify opportunities for improvement, with carbon accounting to be undertaken for waste streams in 2023.

2021/22 financial year waste by weight	
Diversiion (tonnes)	Landfill (tonnes)
443.30	351.53

Sustainability trail

As part of Curtin's Green Star Communities commitments, a self-guided campus tour has been created for installation in early 2023. The design of this tour integrates information about the Wadjuk Nyungar cultural history of the site along with artwork and sustainability initiatives being undertaken across the University. This tour builds on Curtin's commitment to creating a living campus where students, staff and the community can learn from their surroundings as they move through the grounds.

Report on operations (continued)

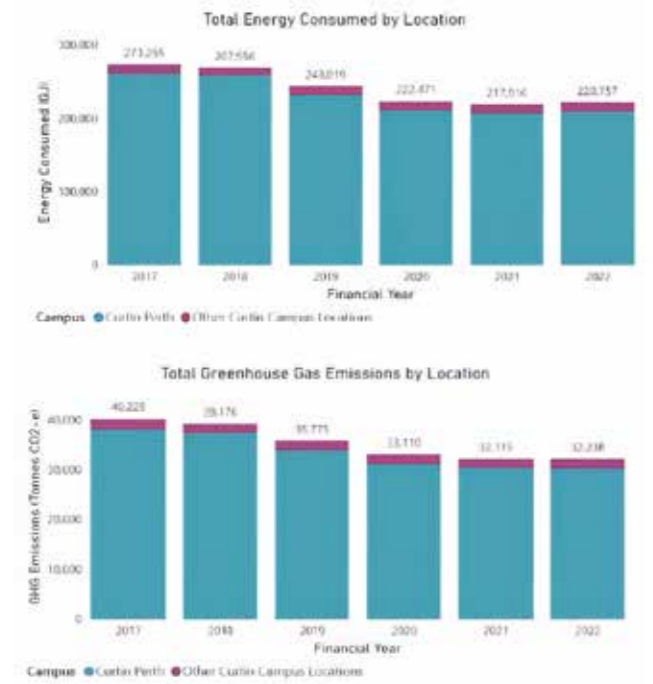
Utility management

In 2022, the campus operations began to approach operations relative to 2019, pre-pandemic, levels and utility management reflects the increased campus utilisation. Additionally, the completion of the Exchange precinct and Building 418 (the new home of the School of Design and the Built Environment) and the ongoing construction of the TL Robertson Library has resulted in greatly increased visitation and activities on campus. Despite this, Curtin has maintained its energy demands from 2020/21 levels, realising the efforts of the past few years to reduce energy intensity of our spaces. After last year’s announcement of a 37 per cent reduction in carbon intensity (CO2 per m2) over the last 14 years as part of the Australian Technology Network commitments, Curtin has achieved a further 7.5 per cent reduction in the last 12 months.

Total energy consumption* in the 2021/22 financial year** was 220,759 gigajoules, down from 273,255 gigajoules in the 2016/17 financial year. Greenhouse gas emissions also dropped from 40,225t CO2-e to 32,238 t CO2-e over the same time period.

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

**Calendar year data is not available due to timing of the annual report, and so financial year data has been used.



Marketing activities

Reimagining in-person engagement

The emergence of the COVID-19 Omicron variant in late 2021 was an early indicator that the pandemic would continue to impact the University’s marketing efforts in 2022. With strict public health measures still in place in the first quarter of the year, it was clear that in-person student recruitment events would need to be reimagined to ensure the wellbeing of everyone involved and minimise loss in the event of sudden cancellation.

The lifting of many of the state’s COVID-19 restrictions in March provided some peace of mind, and Curtin’s first major student recruitment event of the year – Undergrad Day – was held on Curtin Perth’s Edinburgh Oval on 1 May. The new expo-style format for prospective undergraduate students was a more targeted, controlled alternative to the bigger-budget Open Day. Curtin was the only Western Australian university to proceed with an event of this nature in the first half of 2022.

Open Week was another new format for on-campus engagement, whereby each faculty at Curtin Perth showcased its offerings to prospective students for an evening during the second week of September. The format afforded visitors a more personal exploration of their area of interest and provided an uplift in prospective student leads entering Curtin’s marketing nurture streams.

In total, the University hosted 13 student recruitment events targeted at undergraduate and postgraduate prospective students (seven in-person, three hybrid and three online).

Optimising the online experience

Optimising the online experience for prospective students was a focus in 2022, with University Marketing leading a range of usability testing and market research to inform improvements to the Curtin website. Enhancements to design, content, navigation and search engine visibility were subsequently carried out, to ensure users can find the information they need. The suite of web pages detailing course offerings received particular attention.

The Curtin news website – a critical touchpoint for prospective partners, future students and the media – was also redeveloped, with new visual design and navigation.

Like many organisations, Curtin’s adeptness with online event delivery was honed through the pandemic, and prospective students have become more accustomed to online events. Coinciding with the opening of TISC applications and Curtin’s early offer program, Curtin hosted a webinar in April to explain the TISC application process for school leavers, with attendance surpassing any previous webinar the University had previously held.

Campaigns

Change is here continued as the University’s overarching brand campaign, along with new domestic product campaigns for the Bachelor of Science (the science careers of tomorrow STEM from here), the Bachelor of Biomedical Sciences (the study you do here will make a real difference out there), and postgraduate business degrees (career change is closer than you think).

During the pandemic, international messaging had moved to the overarching Change is closer than you think campaign to maintain brand awareness, but with the opening of borders in March, messaging shifted back to product-specific, highlighting priority courses for key markets.

The opening of borders and the opening of new accommodation at the Exchange precinct culminated in a multi-channel marketing effort to drive applications for student accommodation in 2022. Over the summer 2021/22 period, a variety of channels promoted the benefits of living and learning on campus and helped achieve student accommodation occupancy targets.

Industry and partnerships

University Marketing assisted with the rebranding of long-time academic partner, Sri Lanka Institute of Information Technology, to Curtin Colombo, the University’s newest location. Other international marketing support included promotion of the Go Global exchange program and other exchange partnerships, and support for the expansion of the Curtin-Aberdeen Alliance to include Calgary.

Curtin’s research podcast, The Future of, continued to grow, surpassing 50,000 listens, and reinforcing Curtin’s reputation for industry-focused research and thought leadership.

Marketing support continued for core industry programs such as Curtininnovation awards, Accelerate, Leadership Matters and the Alumni Awards.

Curtin continued as principal partner of the TEDxYouth event, held at the State Theatre in July. The partnership provides a great opportunity to reach Curtin’s target demographic and serves as a fitting extension to the Change is here campaign. In addition to the overarching partnership, Curtin hosted the participatory event ‘30 Second Ideas: young ideas for change’, which engaged young people in a conversation about their future.

Looking ahead

Curtin will continue to ensure marketing activity is also closely aligned with the University’s new strategic pillars of people, planet and partnerships.

With the worst of the pandemic seemingly behind us, key events such as Open Day will return to the calendar, however our recent experience with online and hybrid events will continue to be utilised and add value to Curtin’s marketing efforts.



The spiking COVID-19 case numbers in Western Australia at the start of 2022 limited student recruitment opportunities. It was not until 1 May that a more targeted and controlled alternative to the University’s usual Open Day – Undergrad Day – was able to invite prospective students back to campus.

Report on operations (continued)

Pricing policy on outputs provided

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

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

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

Approved fees are published online at students.curtin.edu.au/essentials/fees.

Reconciliation Action Plan (RAP)

The *Interim Elevate RAP 2020–2022* continued to provide a guiding framework for reconciliation activities during the first half of 2022. Reconciliation Australia (RA) approved the extension of the plan until the end of June 2022 to coincide with the development of the *Curtin 2030 Strategic Plan*.

Throughout 2022, the RAP Working Group guided a review of the RAP, led by the Inclusion and Engagement team. There were extensive consultations with key stakeholders, including especially Curtin’s Aboriginal and Torres Strait Islander staff and students, as well as non-Indigenous staff, students and community. Recommendations from the review about next steps for the University’s reconciliation journey will be shared in 2023.

RAP activity highlights for 2022 included:

- The Cultural Capability team developed two new Indigenous Cultural Capability Framework (ICCF) experiences and continued to deliver the suite of existing experiences to enhance cultural capability for Curtin staff, students and external partners. Progress in 2022 included:
 - 66.7 per cent of Curtin staff completed Level 1 training
 - 29.5 per cent of Curtin staff completed Level 2 training
 - 11 external partners received training facilitated by the Cultural Capability team
- approximately 180 students attended cultural experiences.

- The team received the 2022 VC’s Excellence Award for Curtin Experience for their work.
- The RAP review process was integrated into the broader planning and consultation undertaken for the *Curtin 2030 Strategic Plan*. This included having a designated yarning space, the Bardaa Waangkaniny (Nyungar for ‘Open Talking’) Corner, with artwork from both a Nyungar artist and a Wongutha artist hanging on the walls in the temporary strategic planning room.
 - The Inclusion and Engagement team collaborated with the Student Guild and the Centre for Aboriginal Studies to deliver a successful full-day event to mark National Reconciliation Week. The event included a Welcome to Country with a smoking ceremony, followed by a Wanjū Curtin Mia (On Country learning experience) led by the Cultural Capability team. These were followed by a joint student-staff lunch and a yarning session where stories related to the Stolen Generations were shared.
 - The 2022 Rob Riley Memorial Lecture, organised by the Centre for Aboriginal Studies, was presented by Dr Tracy Westerman AM, a trailblazer in Aboriginal mental health, suicide prevention and cultural competency. Dr Westerman spoke on the topic ‘Why the Aboriginal Mental Health, Incarceration, Child Removals and Suicide Prevention Gaps are not closing’.
 - The Faculty of Business and Law began work on a common room for First Nations students incorporating a painted wall mural by Indigenous artist Kevin Bynder. The facility will be officially opened in 2023.

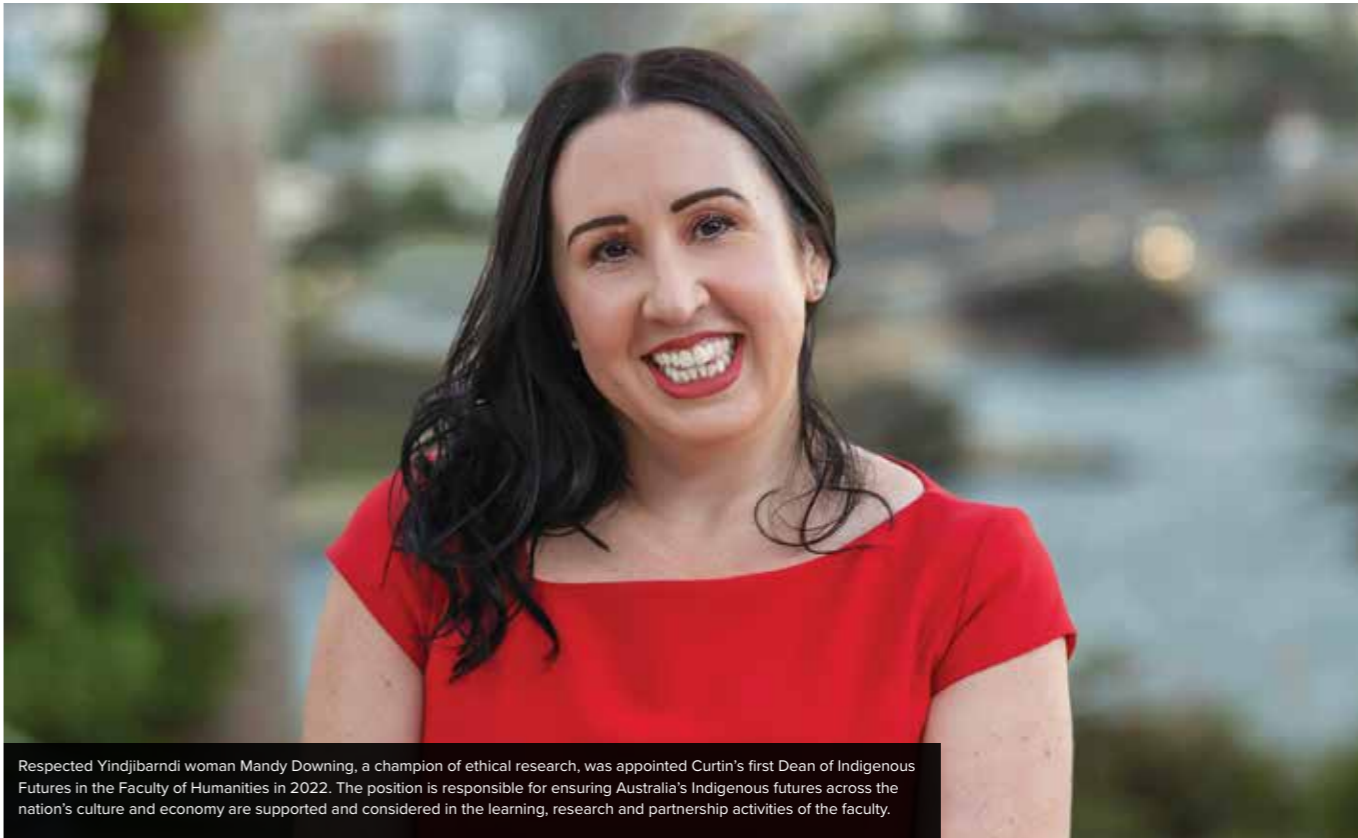
- The Faculty of Humanities appointed Ms Mandy Downing, a Yindjibarndi woman, as their inaugural Dean of Indigenous Futures in the Faculty of Humanities.
- Professor Reena Tiwari from the School of Design and the Built Environment continued to work collaboratively with the WA Stolen Generations Aboriginal Corporation on their multi-award-winning MissionsConnect project. This virtual reality research project is exploring place-making, Aboriginal heritage and identity.
- Thirty-five staff members were involved in the Faculty of Health Sciences’ Koorda (allies) Program in 2022, which provides cultural safety support, advice and mentoring to Indigenous students in the faculty. The faculty also maintained its common room for First Nations students and extended an invite to Indigenous Business and Law students to share the facility.
- In the Faculty of Science and Engineering, Professor Stephen van Leeuwen, a highly respected South West Boorajarrah Wardandi leader, launched the ARC Training Centre for Healing Country. The centre will drive research and education focused on a diversified Indigenous-led restoration economy.
- The University took a major step forward with the Carrolup Centre for Truth-Telling, the new permanent home for historic artworks created by Nyungar children of the Stolen Generations, with \$1.76 million in Lotterywest funding from the State Government. A UK tour of Carrolup artwork took place in 2022, including exhibitions in Manchester and Glasgow.

- A focus on Indigenous procurement resulted in a spend of more than \$2 million between 1 July 2021 and 30 June 2022, well over the target of \$700,000.
- Dedicated pages in the research portal on the Curtin website have been designed to highlight the University’s Indigenous scholars and the significance of Indigenous knowledges.
- Activities continued at the Nowanup Bush Campus in the Great Southern region, including students undertaking On-Country units.

Reconciliation for the future

Following the end of the *Interim Elevate RAP 2020–2022*, Curtin is reflecting as a university on how it should articulate contemporary reconciliation into the future. This pause is influenced by the reconceptualisation of Indigenous governance at the University, including the appointment of a Indigenous senior executive (a selection process was undertaken in late 2021 for the position of Pro Vice-Chancellor, Indigenous Leadership and Strategy, but there wasn’t a successful candidate appointed at that time).

The University is strongly committed to embedding voices and perspectives of First Nations people at the forefront of decision-making through our *Curtin 2030 Strategic Plan*. We are also guided by, and report annually on, Universities Australia’s *Indigenous Strategy 2022-2025* and we continue to support the Uluru Statement from the Heart, which invites all Australians to help build a better future through key reforms based on Voice, Treaty, Truth. Along with the review, all these influences will determine how we plan for the future.



Respected Yindjibarndi woman Mandy Downing, a champion of ethical research, was appointed Curtin’s first Dean of Indigenous Futures in the Faculty of Humanities in 2022. The position is responsible for ensuring Australia’s Indigenous futures across the nation’s culture and economy are supported and considered in the learning, research and partnership activities of the faculty.

Report on operations (continued)

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

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

Significant improvements and developments

- The review of the Western Australian University Sector Disposal Authority was completed and the amended version approved by the WA State Records Commission.
- Digitisation of archives that have reached the end of their restricted access period, including University Council papers, has occurred and work is underway on setting up discovery and access mechanisms.
- Work continues on digitising the valuable collection of anthropological film reels in the Melanesian Film Archive.
- A project was undertaken to preserve an at-risk archival collection of significance to Western Australia in the form of architectural drawings, plans and other records.

Ongoing records and information management training

- More than 2,200 staff completed the online information management awareness training in 2022. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after three years.
- A variety of training sessions and educational resources are available to all staff on a range of information management topics.
- Feedback is sought from attendees and all training is reviewed regularly.

Risk management

The University is committed to incorporating risk management in pursuit of its strategic and operational objectives and maintaining robust and effective risk management practices in accordance with the Risk Management Standard AS ISO 31000:2018. As part of our evolving risk maturity, the University's risk management framework was updated in 2022 and includes the risk management policy, risk management procedures and risk rating and acceptance tables.

Curtin further enhanced its risk appetite framework with regards to strategic risk. The new, Council-approved strategic risk appetite aligns with our intended risk culture and seeks to guide an acceptable level of behaviour as part of risk-taking in our operating environment. Key Risk Indicators (KRIs) are being developed in conjunction with Key Performance Indicators (KPIs) supporting the new *Curtin 2030 Strategic Plan*. The systemisation of risk management, business continuity and critical incident management processes remains a priority and focus for 2023.

University Council, through its standing Audit, Risk and Compliance Committee, oversees the University's system of internal control and the risk management framework. As part of its oversight and monitoring, some of the key matters that came before the Committee in 2022 included:

- effectiveness of the risk management framework, with a focus on outcomes, incidents, organisational resilience, insurance and risk culture
- summary reports regarding strategic risk profiles
- updates on legal and regulatory compliance
- reports of internal audits
- specific risk exposures including cybersecurity, conduct and integrity and foreign interference
- the University's ongoing response to COVID-19
- reports from the Chief Financial Officer, Chief Operating Officer and the Vice-Chancellor.

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.

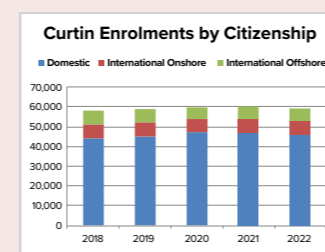
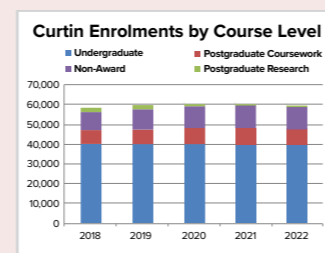
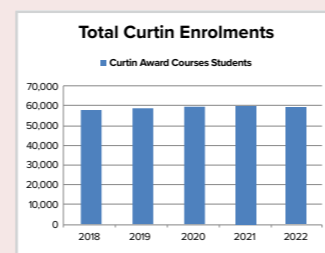
At 31 December 2022, the University had no subsidiaries.

Voluntary Code of Best Practice for the Governance of Australian Universities

At its meeting on 22 December 2018, Council adopted the revised Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2022 was due to be noted by Council at its meeting on 15 March 2023. The University complies with all 14 protocols.

Curtin key statistics

	2018	2019	2020	2021	2022
STUDENT HEADCOUNT					
Total Curtin Enrolments	56,687	57,792	59,198	59,907	58,607
CURTIN ENROLMENTS BY CATEGORY					
Course Level					
Postgraduate Research	2,233	2,067	2,063	1,954	1,932
Postgraduate Coursework	6,986	7,298	8,126	8,291	8,244
Undergraduate	39,824	39,768	39,720	40,044	39,203
Non-Award	9,047	10,244	10,915	11,291	10,898
Broad Field of Education					
Agriculture, Environmental and Related Studies	225	213	218	212	228
Architecture and Building	2,296	2,249	2,345	2,433	2,383
Creative Arts	896	1,145	1,492	1,763	2,052
Education	4,817	5,103	5,562	6,240	6,116
Engineering and Related Technologies	6,077	5,733	5,521	5,490	5,413
Health	9,400	9,626	9,751	10,211	10,460
Information Technology	416	397	755	1,055	1,388
Management and Commerce	12,067	12,112	11,746	11,017	10,258
Natural and Physical Sciences	4,545	4,465	4,251	4,040	3,717
Non-award course, BOTP, or OUA unit	1,703	1,815	1,514	1,129	1,139
Society and Culture	15,868	16,778	17,844	18,203	17,201
Mixed Field Programmes					31
DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	42,953	43,920	46,015	47,825	46,267
International Students studying in Australia	6,883	6,981	6,512	5,717	5,925
from : China (%)	25%	24%	21%	22%	19%
India (%)	10%	11%	11%	10%	11%
Malaysia (%)	12%	12%	11%	11%	9%
Hong Kong (%)	5%	4%	5%	7%	7%
Singapore (%)	6%	6%	7%	7%	7%
International Students studying outside Australia	6,851	6,891	6,671	6,365	6,415
from : Malaysia (%)	43%	39%	34%	30%	24%
Mauritius (%)	20%	22%	23%	24%	22%
Singapore (%)	11%	12%	11%	12%	13%
China (%)	5%	5%	6%	6%	9%
Sri Lanka (%)	3%	3%	4%	7%	9%

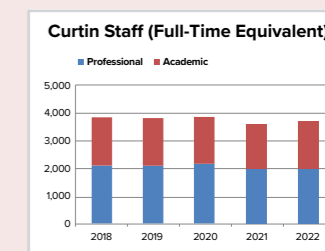
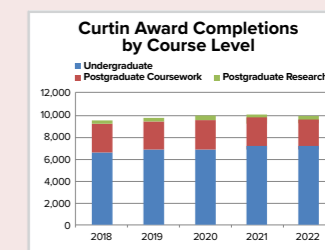
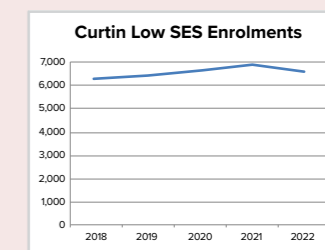
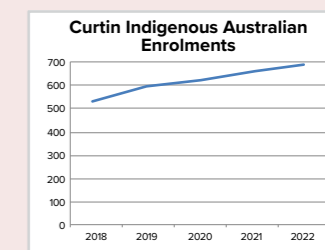
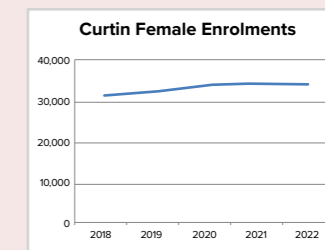


	2018	2019	2020	2021	2022
Gender					
Female Students	31,838	32,534	33,544	34,204	33,838
Female Proportion	56%	56%	57%	57%	58%
Indigenous Australian Students					
	532	594	616	660	697
Low Socio-Economic Status (SES) Students					
	6,222	6,351	6,569	6,927	6,590
AWARD COMPLETIONS					
Total Curtin Completions	9,557	9,798	9,926	10,228	9,973
Course Level					
Postgraduate Research	311	326	348	333	304
Postgraduate Coursework	2,437	2,389	2,430	2,582	2,480
Undergraduate	6,809	7,083	7,148	7,313	7,189
STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	3,847	3,815	3,839	3,663	3,713
Work Function					
Academic	1,748	1,725	1,696	1,652	1,687
Teaching	660	675	661	655	671
Research	476	449	434	429	428
Teaching and Research	555	549	545	524	550
Other	58	52	55	44	38
Professional	2,099	2,090	2,143	2,011	2,026

* 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 2022, while the prior year published in the 2021 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.



Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S REPORT 2022 CURTIN UNIVERSITY

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of Curtin University (University) which comprise:

- the statement of financial position at 31 December 2022, and the statement of comprehensive income, the statement of changes in equity, and the statement of cash flows for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Curtin University for the year ended 31 December 2022 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the Australian Charities and Not-for-profits Commission Regulation 2013 (ACNC Regulation).

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

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

Responsibilities of the University Council for the financial statements

The University Council is responsible for:

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

In preparing the financial statements, the University Council is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Independent Auditor's Report (continued)

Report on the audit of controls

Opinion

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

In my opinion, in all material respects, the controls exercised by Curtin University are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with the State's financial reporting framework during the year ended 31 December 2022.

The University Council's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of Curtin University for the year ended 31 December 2022. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of Curtin University are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2022.

Matter of significance

The University received approval from the Council for not conducting the 2022 staff survey as the survey instrument is being redesigned. Consequently, the key performance effectiveness indicator No. 7.1 Staff Engagement Survey Results was not reported for the year ended 31 December 2022. My opinion is not modified in respect of this matter.

The University Council's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

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

Independent Auditor's Report (continued)

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

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

My independence and quality control relating to the report on financial statements, controls and key performance indicators

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

Other information

The University Council is responsible for the other information. The other information is the information in the entity's annual report for the year ended 31 December 2022, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, key performance indicators, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of Curtin University for the year ended 31 December 2022 included in the annual report on the University's website. The University's management is responsible for the integrity of the University's website. This audit does not provide assurance on the integrity of the University's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
17 March 2023

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CERTIFICATIONS

CERTIFICATION OF THE FINANCIAL STATEMENTS

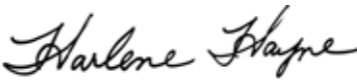
The accompanying financial statements of Curtin University have been prepared in compliance with the relevant provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 31 December 2022 and the financial position as at 31 December 2022.

At the date of signing:

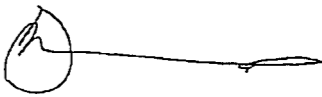
- there are reasonable grounds to believe that Curtin University is able to pay all its debts, as and when they become due and payable;
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*; and
- we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor



Mr David Menarry
Chief Finance Officer

Dated this 15th day of March 2023

CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2022 was for the purpose(s) for which it was intended and that Curtin University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

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



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor

Dated this 15th day of March 2023

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
Revenue from Continuing Operations			
Australian Government financial assistance:			
Australian Government grants	3.1 (g)	410,730	428,213
HELP – Australian Government payments	3.1 (b)	186,733	189,241
HECS-HELP – Student payments		14,738	17,576
State and Local Government financial assistance	3.2	28,231	11,845
Fees and charges	3.3	170,628	172,270
Royalties	3.4	21,466	18,871
Consultancy and contract research	3.5	44,491	31,537
Other revenue	3.6	58,313	36,979
Investment revenue	4	(20,485)	89,530
Total Revenue from Continuing Operations		914,845	996,062
Net (loss)/gain on disposal of non-current assets		(516)	94
Total revenue and income from continuing operations		914,329	996,156
Expenses from Continuing Operations			
Employee related expenses	5	531,430	531,221
Depreciation and amortisation	15	77,765	75,016
Repairs and maintenance	6	13,255	13,336
Borrowing costs	7	15,341	3,454
Impairment of assets		363	1,408
Deferred superannuation expense	5	168	239
Other expenses	8	312,127	258,171
Total Expenses from Continuing Operations		950,449	882,845
Net Operating Result for the Year		(36,120)	113,311
Total Comprehensive Income		(36,120)	113,311

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

STATEMENT OF FINANCIAL POSITION

as at 31 December 2022

	Note	2022 \$'000	2021 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents:			
Unrestricted	9	94,130	137,188
Restricted	9	28,473	38,855
Receivables	10	29,849	32,495
Inventories	11	11	288
Other financial assets:			
Unrestricted	12	-	-
Restricted	13	173,029	171,266
Other non-financial assets	14	52,048	58,963
Total Current Assets		377,540	439,055
Non-Current Assets			
Receivables	10	42,015	46,406
Inventories	11	-	576
Other financial assets - unrestricted	12	355,446	393,270
Other non-financial assets	14	3,163	3,433
Property, plant and equipment	15	1,409,109	1,365,165
Total Non-Current Assets		1,809,733	1,808,850
Total Assets		2,187,273	2,247,905
LIABILITIES			
Current Liabilities			
Trade and other payables	16	26,319	44,165
Financial Liabilities - Service Concessions	17	10,222	10,210
Borrowings	19	5,759	6,433
Provisions	20	77,801	71,157
Other liabilities	18	286,127	280,929
Total Current Liabilities		406,228	412,894
Non-Current Liabilities			
Trade and other payables	16	29,989	29,650
Financial Liabilities - Service Concessions	17	141,765	140,644
Borrowings	19	24,031	27,610
Provisions	20	81,844	96,689
Other liabilities	18	27,349	28,231
Total Non-Current Liabilities		304,978	322,824
Total Liabilities		711,206	735,718
Net Assets		1,476,067	1,512,187
EQUITY			
Retained earnings	21	1,476,067	1,512,187
Total Equity		1,476,067	1,512,187

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

STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2022

	Note	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2021		1,398,876	1,398,876
Net operating result for the year	21	113,311	113,311
Balance at 31 December 2021		1,512,187	1,512,187
Net operating result for the year	21	(36,120)	(36,120)
Balance at 31 December 2022		1,476,067	1,476,067

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

STATEMENT OF CASH FLOWS

for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Australian Government grants received	3.1(h)	594,227	655,978
State and Local Government financial assistance		24,905	19,130
HECS-HELP – student payments		14,738	14,313
Fees and charges		186,624	180,511
Royalties		27,441	17,779
Consultancy and contract research		38,783	41,533
Interest received		2,679	467
Distributions received		35,759	38,890
Other		2,884	13,664
GST refunds received		38,439	16,123
Payments			
Payments for employee benefits		(535,419)	(537,914)
Payments to suppliers		(310,183)	(245,561)
Interest and other costs of finance paid		(1,842)	(2,099)
Lease payments for low-value assets		(891)	(1,125)
Net cash provided by/(used in) operating activities	9(b)	118,144	211,689
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(132,356)	(111,707)
Proceeds on sale of property, plant and equipment		-	558
Payments for investments		(32,705)	(413,428)
Proceeds on redemption of investments		12,798	454,638
Net cash provided by/(used in) investing activities		(152,263)	(69,939)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayments of borrowings		(2,612)	(2,446)
Repayment of Lease Liabilities		(4,250)	(4,509)
Net cash provided by/(used in) financing activities		(6,862)	(6,955)
Net increase/(decrease) in cash and cash equivalents		(40,981)	134,795
Movement in money held on trust		(12,459)	(16,528)
Cash and cash equivalents at the beginning of the financial year		176,043	57,776
Cash and cash equivalents at the end of the financial year	9(a)	122,603	176,043

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

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2022

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

(a) Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*, the Department of Education applicable sections of the Financial Management Act 2006 and applicable Western Australian government Treasurer's Instructions.

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

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

Not-for-profit status

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

Date of authorisation for issue

The financial statements were authorised for issue by the members of the University Council on the 15th day of March 2023.

Historical cost convention

The financial statements have been prepared under the historical cost convention except for certain financial assets which are reported at fair value (refer Note 22(b)).

Accrual basis of accounting

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

COVID-19

COVID-19, an infectious respiratory disease, was declared a world-wide pandemic by the World Health Organisation on 11 March 2020. The worldwide impacts of COVID-19 continued in 2021.

In March 2022, international borders reopened, allowing the return of international students into Australia. The overall impact to the University's financial position has not been significant.

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

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

(b) Critical accounting estimates and judgements

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

Critical accounting estimates and assumptions

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

- Superannuation benefits and associated assets/liabilities;
- Discount and cost escalation rates used in estimating non-current provisions – discount rates are based on market yields on government bonds;
- Discount rates used in determining the interest expense for Service Concession Financial Liabilities;
- Assessing impairment of assets including receivables, property, plant and equipment and investments;
- Estimating useful lives of non-current assets - the useful life reflects the consumption of the assets' future economic benefits;
- Estimating the fair value of financial assets (such as listed and unlisted shares) that are not traded on an open market; and
- Actuarial based probability factors including death, incapacity, age retirement, are used in calculating employee based provisions including long service leave.

Critical judgements in applying the University's accounting policies

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

- Estimating the proportions of Service Concession liabilities that are financial and non-financial;
- Estimating the useful life of key assets;
- Impairment of property, plant and equipment;
- Impairment of receivables; and
- Impairment of other financial assets (including investments).

(c) Revenue

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

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

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

(d) Joint research activities

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

(e) Foreign currency

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

(f) Taxes

Income tax

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

Goods and services tax (GST)

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

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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

The GST component of cash flows arising from investing activities, which is recoverable from or payable to the taxation authority, is classified as an operating cash flow.

Fringe benefits tax

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

Payroll tax

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

(g) Comparative figures

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

(h) New Accounting Standards and Interpretations

The following standards have been issued but are not mandatory for 31 December 2022 reporting periods. The effective date is 1 January 2023 for all standards. The University has elected not to early adopt them. There is no material impact to the University in adopting these standards.

- AASB2020-1: Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current.
- AASB2020-6 : Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date.
- AASB2021-2 : Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates

(i) Adoption of AASB1059

Australian Accounting Standard AASB1059 addresses the accounting for service concession arrangements by a grantor that is a public sector entity. The Standard applies to annual reporting periods beginning on or after 1 January 2020. Refer to Note 15 (c) for further details of the accounting policy related to service concession arrangements.

(j) Initial application of the International Financial Reporting Standards Interpretations Committee (IFRS IC) Agenda Decisions**Software-as-a-Service (SaaS) arrangements**

In April 2021, the IFRS IC published an agenda decision relating to the accounting for configuration and customisation costs incurred related to a Software as a Service (SaaS) arrangement. As a result, in 2021, the University reviewed its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements.

2 DISAGGREGATED INFORMATION

	Revenue		Results ¹		Assets	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Geographical						
Australia	892,666	976,930	(42,974)	108,239	2,187,273	2,247,905
Asia	17,459	14,441	5,894	3,830	-	-
Other	4,720	4,691	960	1,242	-	-
Total	914,845	996,062	(36,120)	113,311	2,187,273	2,247,905

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

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

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

Research income

Research grants are recognised as revenue as the University satisfies the performance obligations specified in the research contracts. In general this means that research grant income is recognised over the period of the relevant grant. When the University has not yet met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position (refer Note 18).

Other government grants

Other grants from government are recognised as revenue as the University satisfies the performance obligations specified in the contracts. When the University has not yet met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position (refer Note 18).

Research Training Program and Research Support Program

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

	Note	2022 \$'000	2021 \$'000
(a) Commonwealth Grants Scheme and Other Grants			
Commonwealth Grants Scheme		283,058	284,348
Indigenous Support Program		845	1,035
Disability Support Program		181	132
Partnership and Participation Program		4,702	4,336
Total Commonwealth Grants Scheme and Other Grants	32(a)	288,786	289,851
(b) Higher Education Loan Programs (excl OS-HELP)			
HECS-HELP		159,737	159,788
FEE-HELP		24,894	27,040
SA-HELP		2,102	2,413
Total Higher Education Loan Programs	32(b)	186,733	189,241
(c) Research Training Program			
Research Training Program		29,274	27,826
Commonwealth Education Costs Scholarships		1	269
Total Research Training Program	32(c)	29,275	28,095
(d) Research Support Program			
Research Support Program		20,945	44,274
Total Research Support Program	32(d)	20,945	44,274

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOAN PROGRAMS (HELP) (continued)			
(e) Australian Research Council (ARC)			
(i) Discovery			
Project		2,044	7,835
Fellowships		4,507	4,078
Total Discovery	32(e)	6,551	11,913
(ii) Linkages			
Infrastructure		157	3,464
Projects		2,142	3,812
Total Linkages	32(e)	2,299	7,276
(iii) Centres			
Centres		2,912	1,868
Others		194	256
Total Centres	32(e)	3,106	2,124
Total ARC		11,956	21,313
(f) Other Australian Government Financial Assistance			
Non-capital			
CRC Cooperative Research Centres Funding		11,529	6,962
CSIRO Flagship Collaborative Research Program		3	(32)
NHMRC Grants		7,264	9,368
Other Commonwealth Research Income		20,466	11,927
Other Teaching Grants		3,938	3,009
Other Commonwealth Grants		14,457	5,923
Research Funds from Other organisations		2,012	6,129
		59,669	43,286
Capital			
CRC Cooperative Research Centres Funding		82	162
Other Commonwealth Research Income		17	1,232
		99	1,394
Total Other Australian Government Financial Assistance		59,768	44,680
Total Australian Government Financial Assistance		597,463	617,454

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
(g) Reconciliation			
Australian Government grants [a+c+d+e+f]		410,730	428,213
HECS-HELP payments		159,737	159,788
FEE-HELP payments		24,894	27,040
SA-HELP payments		2,102	2,413
		186,733	189,241
Total Australian Government Financial Assistance		597,463	617,454
(h) Australian Government Grants received – cash basis			
CGS and Other Education Grants	32(a)	286,822	319,397
Higher Education Loan Programs	32(b)	196,437	208,457
Research Training Program	32(c)	29,275	28,095
Research Support Program	32(d)	20,945	44,274
ARC grants - Discovery	32(e)	8,865	9,463
ARC grants - Linkages	32(e)	3,225	3,452
ARC grants - Centres	32(e)	3,106	2,124
Other Australian Government Grants		41,106	36,240
Total Australian Government Grants Received – Cash Basis		589,781	651,502
OS-HELP (Net)	32(f)	-	-
Superannuation Supplementation	32(g)	4,446	4,476
Total Australian Government Funding Received – Cash Basis		594,227	655,978

3.2 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE**ACCOUNTING POLICY**

Revenue is recognised as the University fulfils grant conditions or has provided the service. When the University has not yet fulfilled its performance obligations, amounts received are treated as income in advance as a liability in the Statement of Financial Position.

Non-capital		
State Government	28,231	11,845
Capital		
State Government	-	-
Total State and Local Government Financial Assistance	28,231	11,845

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

3.3 FEES AND CHARGES**ACCOUNTING POLICY**

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

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

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

	Note	2022 \$'000	2021 \$'000
Course Fees and Charges			
Fee-paying onshore overseas students		122,892	126,694
Fee-paying offshore overseas students		11,803	9,246
Continuing education		504	349
Fee-paying domestic postgraduate students		6,881	7,236
Fee-paying domestic non-award students		14,817	15,929
Total Course Fees and Charges		156,897	159,454
Other Non-Course Fees and Charges			
Late fees		118	142
Library fines		20	23
Parking fees		6,047	5,859
Registration fees		110	37
Ancillary fees		20	12
Student accommodation		1,941	1,357
Student Services and Amenities Fees		4,186	4,017
Other fees and charges		1,289	1,369
Total Other Non-Course Fees and Charges		13,731	12,816
Total Fees and Charges		170,628	172,270

3.4 ROYALTIES**ACCOUNTING POLICY**

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

Royalties - Education Services	21,466	18,871
Total Royalties	21,466	18,871

3.5 CONSULTANCY AND CONTRACT RESEARCH**ACCOUNTING POLICY**

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

Consultancy	1,865	2,473
Contract research	42,626	29,064
Total Consultancy and Contract Research	44,491	31,537

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

3.6 OTHER REVENUE**ACCOUNTING POLICY**

Revenue related to service concession arrangements is usually recognised as access to the service concession asset is provided to the operator over the term of the service concession arrangement. Revenue is not recognised immediately by the grantor at the inception of the service concession arrangement. Instead, a liability is recognised and subsequently reduced as revenue is earned based on the economic substance of the service concession arrangement.

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

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

	Note	2022 \$'000	2021 \$'000
Trading income		6,348	6,449
Rental income		7,466	6,499
Donations		5,510	6,292
Scholarships and prizes		2,297	1,432
Non-government grants		7,043	3,843
Insurance claims		157	411
Staff salary cost recoveries		545	392
Proceeds from sale of other assets		3,536	15
Conference income		508	632
Income related to Service Concession Assets		23,413	4,924
Other		1,490	1,323
Total Other Revenue		58,313	32,212

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

Investment income is recognised as it is earned, i.e. when the University has the right to receive dividends, distributions and interest. Fair value movements are recognised consistent with the measurement of "Fair Value through Profit and Loss" investments (refer also Notes 12 and 13).

Distributions and dividends - funds under management	38,453	32,150
Dividends - other investments	504	33,508
Interest - cash and term deposits	2,175	467
Fair value through profit and loss - funds under management	(56,318)	15,355
Fair value through profit and loss - other investments	(5,299)	8,050
Total Investment Revenue	(20,485)	89,530

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

5 EMPLOYEE RELATED EXPENSES**ACCOUNTING POLICY**

Employee related expenses are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately (refer also Note 20 for leave and superannuation benefits).

	Note	2022 \$'000	2021 \$'000
Academic			
Salaries		218,937	203,336
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		42	47
Contributions to funded schemes		35,718	34,597
Long service leave ¹		(384)	9,599
Annual leave		17,155	11,745
Payroll tax		15,508	15,096
Workers' compensation		570	623
Total Academic		287,546	275,043
Non-Academic			
Salaries		183,985	189,388
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		(27)	(23)
Contributions to funded schemes		31,316	31,490
Long service leave ¹		(1,873)	9,480
Annual leave		16,266	11,113
Payroll tax		13,788	14,200
Workers' compensation		429	530
Total Non-Academic		243,884	256,178
Total Employee Related Expenses		531,430	531,221
Deferred superannuation expense	31(b)	168	239
Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation		531,598	531,460

¹ Long service leave liability balances change each year due to factors such as leave accruing to employees, employees taking leave and the calculation of future leave liability entitlements (refer Note 20). In 2022, the negative expense largely reflects the impact of changed assumptions used for the calculation of future long service leave entitlements.

6 REPAIRS AND MAINTENANCE**ACCOUNTING POLICY**

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

Building repairs	5,848	6,631
General infrastructure maintenance	6,428	5,076
Parks and gardens	979	1,629
Total Repairs and Maintenance	13,255	13,336

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

7 BORROWING COSTS**ACCOUNTING POLICY**

Borrowing costs are recognised on an accrual basis.

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

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

	Note	2022 \$'000	2021 \$'000
Interest on borrowings		1,548	1,718
Interest on lease liabilities		278	303
Service Concession expense - interest on financial liabilities		13,515	1,433
Total Borrowing Costs		15,341	3,454

8 OTHER EXPENSES**ACCOUNTING POLICY**

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

Advertising, marketing and promotional expenses	6,094	7,166
Agency staff costs	15,260	5,018
Books	4,910	5,069
Computing costs	41,151	35,033
Consumables	13,310	12,443
Consultancy fees and expenses	14,082	13,550
Outsourced work ¹	39,226	25,668
Exchange rate (gains)/losses	348	438
Fees and commissions	45,982	34,432
Financial assistance provided/research support	6,139	8,765
Graduations	1,215	1,371
Hospitality	2,245	1,915
Insurance	5,237	4,231
Inventory used and sold	73	66
Lease and rental	2,863	2,474
Non-capitalised equipment	3,813	4,756
Occupational health, safety and welfare	832	523
Postage and courier	922	912
Publications	619	553
Scholarships, grants and prizes	67,034	52,317
Security	1,704	885
Staff development and training	4,445	2,462
Staff recruitment	2,025	1,441
Subscriptions	9,287	9,253
Telecommunications	1,420	1,434
Travel	8,322	3,819
Utilities and cleaning	10,538	14,371
Other	3,031	3,039
Total Other Expenses	312,127	253,404

¹ Outsourced work primarily contains third party contractor expenses, including research contractors.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

9 CASH AND CASH EQUIVALENTS**ACCOUNTING POLICY**

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

	Note	2022 \$'000	2021 \$'000
(a) Unrestricted			
Cash at bank and on hand ¹		54,130	137,188
Fixed Term Deposit ²		40,000	-
Total Cash and Cash Equivalents – Unrestricted		94,130	137,188
Restricted			
Trust cash at bank ¹		28,473	38,855
Total Cash and Cash Equivalents – Restricted		28,473	38,855
Total Cash and Cash Equivalents		122,603	176,043
¹ Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 22). ² Deposits are interest bearing at variable interest rates (refer Note 22). The average maturity of deposits held during the year was 147 days (2021: 199 days).			
(b) Reconciliation of net result to net cash provided by operating activities			
Net result for the year		(36,120)	113,311
Depreciation expense		77,765	75,016
Net loss/(gain) on disposal of non-current assets		516	(94)
Impairment of assets		363	1,408
Fair value loss/(gain) through profit and loss		61,617	(23,405)
In-kind distributions		(5,649)	(2,115)
Service concession asset revenue		(25,489)	(9,691)
Service concession asset expenses		26,079	9,691
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		6,796	11,017
(Increase)/decrease in inventories		853	(864)
(Increase)/decrease in other current assets		259	(22,488)
Increase/(decrease) in trade and other payables		1,488	6,823
Increase/(decrease) in provisions		(8,201)	(7,661)
Increase/(decrease) in other current liabilities		17,867	60,741
Net cash provided by / (used in) operating activities		118,144	211,689
(c) Non-cash investing and financing activities			
Acquisition of right-of-use assets by lease		2,329	7,451
Recognition of Service Concession Assets by way of offsetting Service Concession liabilities		-	77,914
Total Non-cash investing and financing activities		2,329	85,365

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

10 RECEIVABLES**ACCOUNTING POLICY**

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

	Note	2022 \$'000	2021 \$'000
Current			
Student receivables		8,449	7,343
Less: Provision for impaired receivables		(177)	(144)
		8,272	7,199
General receivables		18,905	21,545
Less: Provision for impaired receivables		(396)	(77)
		18,509	21,468
Deferred government contribution for superannuation	31(b)	3,068	3,828
Total Current		29,849	32,495
Non-Current			
Deferred government contribution for superannuation	31(b)	42,015	46,406
Total Receivables		71,864	78,901
Impaired receivables			
ACCOUNTING POLICY			
For general receivables and student receivables, the University applies a simplified approach in calculating expected credit losses ("ECLs") and recognises a loss allowance ("provisions") based on life time ECLs at each reporting date.			
As at 31 December 2022, current receivables for student fees with a nominal value of \$0.177 million (2021: \$0.144 million) were expected to be impaired. The amount of the provision was \$0.177 million (2021: \$0.144 million).			
The ageing of these receivables is as follows:			
Less than 12 months		17	-
Greater than 12 months		160	144
		177	144
As at 31 December 2022, current receivables for student fees of \$5.139 million (2021: \$4.290 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		4,296	3,910
Greater than 12 months		843	380
		5,139	4,290

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
10 RECEIVABLES (continued)			
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		144	783
Provision for impairment recognised during the year		177	-
Receivables written-off during the year as uncollectible		(144)	(157)
Unused amount reversed		-	(482)
Balance at end of year		177	144
As at 31 December 2022, current general receivables with a nominal value of \$0.396 million (2021: \$0.077 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		284	6
Greater than 12 months		112	71
		396	77
As at 31 December 2022, current general receivables of \$15.823 million (2021: \$12.159 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		15,756	12,146
Greater than 12 months		67	13
		15,823	12,159
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		77	157
Receivables written-off during the year as uncollectible		(15)	(143)
Provision for impairment recognised during the year		334	63
Unused amount reversed		-	-
Balance at end of year		396	77

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

11 INVENTORIES

ACCOUNTING POLICY

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories are classified as current assets unless the University does not expect to use the inventories for at least 12 months after the reporting date, in which case they are classified as non-current.

	Note	2022 \$'000	2021 \$'000
Current			
Held for sale		11	-
Held for use		-	288
Total current inventories		11	288
Non-Current			
Held for use		-	576
Total non-current inventories		-	576
Total inventories		11	864

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

12 OTHER FINANCIAL ASSETS – UNRESTRICTED**ACCOUNTING POLICY**

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

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

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

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

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

	Note	2022 \$'000	2021 \$'000
Current			
Loans receivable - at amortised cost			
Other loans		670	670
Less: Provision for impaired receivables		(670)	(670)
Total Current Other Financial Assets	26	-	-
Non-Current			
Fair Value through Profit and Loss			
Funds under management		309,434	327,733
Other investments - shares		46,012	65,537
Total Non-Current Other Financial Assets		355,446	393,270
Total Other Financial Assets – Unrestricted		355,446	393,270

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
13 OTHER FINANCIAL ASSETS – RESTRICTED			
Current			
Fair Value through Profit and Loss - funds under management			
Research activities		103,396	107,214
Donations and prizes		50,865	46,947
Trusts		18,768	17,105
Total Other Financial Assets - Restricted		173,029	171,266

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

All Fair Value through Profit and Loss financial assets are denominated in Australian currency. For an analysis of the credit risk and sensitivity of Fair Value through Profit and Loss financial assets to price and interest rate risk, refer to Note 22.

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

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

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

Current			
Prepayments		22,503	26,306
Accrued income ¹		29,545	32,657
Total Current Other Non-Financial Assets		52,048	58,963
Non-Current			
Prepayments		3,163	3,433
Total Non-Current Other Non-Financial Assets		3,163	3,433
Total Other Non-Financial Assets		55,211	62,396

¹ Included within Accrued Income are franking credits receivable of \$22.758 million (2021: \$22.758 million) in respect of the fully franked in specie dividend of IDP Education Limited (IDP) shares to all public universities from Education Australia Limited. Curtin sought legal advice on this matter. Curtin recognised this receivable as it considered that the franking credit tax offsets are refundable under Division 67 of the *Income Tax Assessment Act 1997*.

Subsequent to claiming the franking credits, the Australian Tax Office issued a position paper on 7 March 2023 regarding the terms and conditions of the dividend and disputing the validity of the claims for refunds of the franking credits under section 207-122 of the *Income Tax Assessment Act 1997*. Curtin has received legal advice following receipt of the position paper. The University's view remains that it is entitled to receive the franking credits refund for this transaction, and at the date of this report the University's legal advisor is drafting a formal response to the ATO.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

15 PROPERTY, PLANT AND EQUIPMENT

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

	Owned assets		Right-of-use Assets		Service Concession Assets		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
At 31 December								
- Cost	1,957,372	1,841,796	18,980	18,475	186,148	183,470	2,162,500	2,043,741
- Accumulated depreciation	(736,505)	(667,578)	(11,685)	(9,698)	(5,201)	(1,300)	(753,391)	(678,576)
Carrying amount at end of year	1,220,867	1,174,218	7,295	8,777	180,947	182,170	1,409,109	1,365,165
Depreciation expense	70,050	70,343	3,814	4,153	3,901	520	77,765	75,016

(a) Owned Assets

ACCOUNTING POLICY

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

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

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

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

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

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

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

15 (a) PROPERTY, PLANT AND EQUIPMENT (continued)

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

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Work in progress \$'000	Computing equipment \$'000	Other equipment and furniture \$'000	Motor vehicles \$'000	Library collection \$'000	Works of art \$'000	Total \$'000
At 1 January 2022										
Cost	78,691	1,107,828	184,010	179,292	37,902	178,502	1,679	58,561	15,331	1,841,796
Accumulated depreciation	-	(403,928)	(62,678)	-	(32,074)	(138,871)	(1,611)	(28,416)	-	(667,578)
Carrying amount at start of year	78,691	703,900	121,332	179,292	5,828	39,631	68	30,145	15,331	1,174,218
Year ended 31 December 2022										
Additions	-	-	806	88,921	1,880	19,886	25	5,568	110	117,196
Cost of disposals	-	-	(577)	-	(639)	(334)	-	-	-	(1,550)
Accumulated depreciation on disposals	-	-	61	-	639	335	-	-	-	1,035
Costs impaired	-	-	-	-	(70)	-	-	-	-	(70)
Accumulated depreciation impaired	-	-	-	-	42	46	-	-	-	88
Transfers in/(out)	-	147,827	(4,212)	(143,739)	26	98	-	-	-	-
Depreciation and amortisation expense	-	(41,196)	(6,856)	-	(3,474)	(12,660)	(39)	(5,825)	-	(70,050)
Carrying amount at end of year	78,691	810,531	110,554	124,474	4,232	47,002	54	29,888	15,441	1,220,867
At 31 December 2022										
Cost	78,691	1,255,655	180,027	124,474	39,099	198,152	1,704	64,129	15,441	1,957,372
Accumulated depreciation	-	(445,124)	(69,473)	-	(34,867)	(151,150)	(1,650)	(34,241)	-	(736,505)
Carrying amount at end of year	78,691	810,531	110,554	124,474	4,232	47,002	54	29,888	15,441	1,220,867
At 1 January 2021										
Cost	78,861	1,035,923	174,774	156,164	37,825	172,679	1,851	51,678	15,092	1,724,847
Accumulated depreciation	-	(365,372)	(55,097)	-	(29,226)	(128,354)	(1,646)	(22,986)	-	(602,681)
Carrying amount at start of year	78,861	670,551	119,677	156,164	8,599	44,325	205	28,692	15,092	1,122,166
Year ended 31 December 2021										
Additions	-	-	40	107,236	1,660	9,604	-	6,883	239	125,662
Cost of disposals	(170)	(3)	-	(1,227)	(1,564)	(1,164)	(172)	-	-	(4,300)
Accumulated depreciation on disposals	-	-	-	-	1,245	870	172	-	-	2,287
Costs impaired	-	-	-	-	(88)	(4,325)	-	-	-	(4,413)
Accumulated depreciation impaired	-	-	-	-	88	3,071	-	-	-	3,159
Transfers in/(out)	-	71,908	9,196	(82,881)	69	1,708	-	-	-	-
Depreciation and amortisation expense	-	(38,556)	(7,581)	-	(4,181)	(14,458)	(137)	(5,430)	-	(70,343)
Carrying amount at end of year	78,691	703,900	121,332	179,292	5,828	39,631	68	30,145	15,331	1,174,218
At 31 December 2021										
Cost	78,691	1,107,828	184,010	179,292	37,902	178,502	1,679	58,561	15,331	1,841,796
Accumulated depreciation	-	(403,928)	(62,678)	-	(32,074)	(138,871)	(1,611)	(28,416)	-	(667,578)
Carrying amount at end of year	78,691	703,900	121,332	179,292	5,828	39,631	68	30,145	15,331	1,174,218

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

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

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

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

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

- Buildings 3 to 20 years
- Network equipment 3 to 5 years
- Motor vehicles 3 years
- Other equipment 3 to 5 years

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

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

	Buildings		Network equipment		Motor vehicles		Other Equipment		Total Right-of-use Assets	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
At 1 January										
Cost	5,179	6,138	12,136	8,631	828	699	332	-	18,475	15,468
Accumulated depreciation	(2,703)	(2,093)	(6,478)	(5,312)	(406)	(259)	(111)	-	(9,698)	(7,664)
Carrying amount at start of year	2,476	4,045	5,658	3,319	422	440	221	-	8,777	7,804
Year ended 31 December 2022										
Additions	2,198	434	-	6,482	118	203	13	332	2,329	7,451
Cost of disposals	(1,828)	(1,393)	-	(2,977)	-	(74)	-	-	(1,828)	(4,444)
Accumulated depreciation on disposals	1,828	350	-	1,739	-	30	-	-	1,828	2,119
Adjustments to existing assets - Cost	-	-	-	-	4	-	-	-	4	-
Adjustments to existing assets - Accumulated depreciation	-	-	-	-	(1)	-	-	-	(1)	-
Depreciation and amortisation expense	(970)	(960)	(2,558)	(2,905)	(173)	(177)	(113)	(111)	(3,814)	(4,153)
Carrying amount at end of year	3,704	2,476	3,100	5,658	370	422	121	221	7,295	8,777
At 31 December										
- Cost	5,549	5,179	12,136	12,136	950	828	345	332	18,980	18,475
- Accumulated depreciation	(1,845)	(2,703)	(9,036)	(6,478)	(580)	(406)	(224)	(111)	(11,685)	(9,698)
Carrying amount at end of year	3,704	2,476	3,100	5,658	370	422	121	221	7,295	8,777

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

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

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

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

The new student accommodation and self-contained apartments were completed in 2021 and are recognised as "Service Concession Assets".

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

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

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

	Buildings		Work in progress		Total Service Concession Assets	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
At 1 January						
Cost	183,470	18,468	-	87,088	183,470	105,556
Accumulated depreciation	(1,300)	(780)	-	-	(1,300)	(780)
Carrying amount at start of year	182,170	17,688	-	87,088	182,170	104,776
Year ended 31 December 2022						
Additions	2,678	-	-	77,914	2,678	77,914
Transfers in/(out)	-	165,002	-	(165,002)	-	-
Depreciation and amortisation expense	(3,901)	(520)	-	-	(3,901)	(520)
Carrying amount at end of year	180,947	182,170	-	-	180,947	182,170
At 31 December						
- Cost	186,148	183,470	-	-	186,148	183,470
- Accumulated depreciation	(5,201)	(1,300)	-	-	(5,201)	(1,300)
Carrying amount at end of year	180,947	182,170	-	-	180,947	182,170

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

16 TRADE AND OTHER PAYABLES

ACCOUNTING POLICY

Payables are recognised when the University becomes obliged to make future payments as a result of a purchase of assets or services received. Payables are generally settled within a 30 days term.

	Note	2022 \$'000	2021 \$'000
Current			
Trade and Other Payables		26,319	44,165
Non-Current			
Trade and Other Payables		29,989	29,650
Total Trade and Other Payables		56,308	73,815

17 FINANCIAL LIABILITIES - SERVICE CONCESSIONS

ACCOUNTING POLICY

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

Current			
Financial Liabilities - Service Concessions		10,222	10,210
Non-Current			
Financial Liabilities - Service Concessions		141,765	140,644
Total Financial Liabilities		151,987	150,854

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

18 OTHER LIABILITIES

ACCOUNTING POLICY

Accruals (expenses incurred but not yet billed), are recognised when the University becomes obliged to make future payments as a result of a purchase of assets or services received.

Income received in advance is recognised when the University has received amounts that do not yet meet revenue recognition requirements. (Refer Note 3.1).

In accordance with AASB1059 "Service Concession Arrangements: Grantors", to the extent that the service concession liability does not give rise to a contractual obligation to provide cash to the operator, a Grant of Right to Operate "GORTO" liability (Non-Financial Liability - Service Concessions) is recognised as the unearned portion of the revenue arising from the exchange of assets between the University and the operator. The liability is subsequently amortised into the income statement according to the economic substance of the service concession arrangement, generally on a straight line basis.

	Note	2022 \$'000	2021 \$'000
Current			
Income received in advance		210,746	196,396
Accrued expenses		27,258	27,691
Monies held on trust		47,241	55,960
Non-Financial Liabilities - Service Concessions		882	882
Total Current Other Liabilities		286,127	280,929
Non-Current			
Non-Financial Liabilities - Service Concessions		27,349	28,231
Total Non-Current Other Liabilities		27,349	28,231
Total Other Liabilities		313,476	309,160

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

19 BORROWINGS

ACCOUNTING POLICY

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

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

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

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

	Note	2022 \$'000	2021 \$'000
Current			
Interest bearing Treasury loans		2,790	2,612
Lease liabilities		2,969	3,821
		5,759	6,433
Non-Current			
Interest bearing Treasury loans		19,454	22,243
Lease liabilities		4,577	5,367
		24,031	27,610
Total Treasury Loans		22,244	24,855
Total Lease Liabilities		7,546	9,188
Total Borrowings		29,790	34,043

(a) Treasury Loans

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

	Principal outstanding			
	Average Interest rate	Maturity date	2022 \$'000	2021 \$'000
Chemistry Centre of WA building				
– monthly principal and fixed rate interest repayments	6.77%	01.07.2029	20,050	22,388
– monthly principal and fixed rate interest repayments	5.11%	01.07.2029	2,194	2,467
Total Treasury Loans			22,244	24,855

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

19 BORROWINGS (continued)

	Note	2022 \$'000	2021 \$'000
Financing facilities available			
At reporting date, the following financing facilities had been negotiated and were available:			
Total facilities:			
– Treasury Loans		22,244	24,855
Facilities used at reporting date:			
– Treasury Loans		22,244	24,855
Facilities unused at reporting date:			
– Treasury Loans		-	-

Assets pledged as security

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

Fair value

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

	2022		2021	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
Chemistry Centre of WA building				
– monthly principal and fixed rate interest repayments	20,050	21,720	22,388	26,893
– monthly principal and fixed rate interest repayments	2,194	2,261	2,467	2,800
Total Treasury Loans	22,244	23,981	24,855	29,693

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2022 and 31 December 2021.

(b) Lease Liabilities

Maturity analysis on lease liabilities is disclosed as follows:

	2022 \$'000	2021 \$'000
Maturity analysis – undiscounted contractual cash flows		
Less than one year	3,180	4,047
One to five years	4,196	5,129
More than 5 years	781	508
Total undiscounted contractual cash flows	8,157	9,684

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

20 PROVISIONS

ACCOUNTING POLICY

Annual leave

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

Long service leave

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

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

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

Superannuation

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

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

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

The cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out on an annual basis. Actuarial gains and losses are recognised in other comprehensive income. Where appropriate the University has adopted the multi employer provisions of AASB119 "Employee Benefits". This is currently relevant to the Unisuper Defined Benefit scheme.

Unfunded superannuation

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

Termination benefits

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
20 PROVISIONS (continued)			
Employee benefits provisions			
Current provisions expected to be settled within 12 months			
Annual leave		17,596	14,711
Long service leave		12,336	14,540
Employment on-costs		6,588	7,137
Other general provisions ¹		8,956	6,278
Redundancy costs		4,988	769
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	31 (b)	3,068	3,828
Other University pension liabilities	31 (a)	90	91
		53,622	47,354
Current provisions expected to be settled after more than 12 months			
Annual leave		1,955	1,633
Long service leave		21,698	21,689
Employment on-costs		467	390
Redundancy costs		59	91
		24,179	23,803
Total Current Provisions		77,801	71,157
Non-Current			
Employee benefits provisions			
Long service leave		36,906	46,599
Employment on-costs		2,583	3,262
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	31 (b)	42,015	46,406
Other University pension liabilities	31 (a)	340	422
Total Non-Current Provisions		81,844	96,689
Total Provisions		159,645	167,846
¹ Represents long service leave payable to former employees and provisions for additional employee entitlements			
Movements in Other Provisions			
Movements in each class of provision during the financial year, other than employee benefits, are set out below:			
<i>Employment on-costs provision</i>			
Balance at beginning of year		10,789	9,940
Addition/(reduction) in provisions recognised		1,611	3,581
Reduction arising from payments		(2,762)	(2,732)
Balance at end of year		9,638	10,789

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
20 PROVISIONS (continued)			
<i>Redundancy costs provision</i>			
Balance at beginning of year		860	6,963
Addition/(reduction) in provisions recognised		4,988	(410)
Reduction arising from payments		(801)	(5,693)
Balance at end of year		5,047	860
21 EQUITY			
Retained earnings			
Balance at beginning of year		1,512,187	1,398,876
Current year result		(36,120)	113,311
Balance at end of year		1,476,067	1,512,187

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

22 FINANCIAL INSTRUMENTS

(a) FINANCIAL RISK MANAGEMENT

Financial instruments held by the University are cash and cash equivalents, receivables, fair value through profit and loss financial assets, borrowings and payables. The University has exposure to financial risks. The University's overall risk management program focuses on managing the risks identified below.

Market Risk

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

(i) Interest Rate Risk

The University is exposed to interest rate risk from its use of interest bearing financial assets and liabilities. Non-derivative interest bearing assets are predominantly short term liquid assets, i.e. cash, cash deposits, interest-bearing loans advanced and some funds under management. The University's main interest rate liability risk arises from borrowings issued at fixed rates, which give exposure to fair value interest rate risk. The University manages its borrowings in accordance with targeted interest rate, liquidity and debt portfolio maturity profiles. Note 19 provides further detail.

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

(ii) Foreign Currency Risk

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

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

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

At 31 December 2022, the University held no foreign currency forward exchange contracts (2021: nil).

(iii) Price Risk

Price risk arises when there is a possibility of decline in the value of investments. It refers to the risk that the value of an investment will fluctuate due to changes in market prices. Investments include unlisted securities and funds under management. This note details the University's sensitivity to a 15% increase or decrease in prices at reporting date on its funds under management. At reporting date, if the inputs to valuation of funds under management had been 15% higher or lower, the net operating result would have been \$79.270 million (2021: \$84.680 million) higher or lower.

Credit Risk

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

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

Liquidity Risk

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

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

22 FINANCIAL INSTRUMENTS (continued)

	Weighted Average Effective Interest Rate	Non- interest bearing	Variable interest rate	Fixed interest rate	Total Carrying Amount	Maturity Profile				Foreign Exchange Risk Sensitivity ²				Interest Rate Risk Sensitivity				Price Risk Sensitivity ³				Credit Risk
										-10%		+10%		-200 bps		+200 bps		-15%		+15%		
						Less than 1 year	1-5 years	More than 5 years		Net Result	Other Equity	Net Result	Other Equity	Net Result	Other Equity	Net Result	Other Equity	Net Result	Other Equity	Net Result	Other Equity	
						%	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2022																						
Financial Assets																						
Cash and cash equivalents	2.26%	1	122,602	-	122,603	122,603	-	-	-	-	-	-	-	(3,832)	-	3,832	-	-	-	-	-	-
Receivables ⁴	-	26,781	-	-	26,781	26,781	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26,781
Unlisted securities (unrestricted)	-	8,363	-	-	8,363	-	8,363	-	-	-	-	-	-	-	-	-	-	(1,254)	-	1,254	-	-
Listed securities (unrestricted)	-	37,649	-	-	37,649	-	37,649	-	-	-	-	-	-	-	-	-	-	(5,647)	-	5,647	-	-
Funds under management (unrestricted) ^{1,5}	-	309,434	-	-	309,434	-	-	309,434	6,675	-	(6,675)	-	-	-	-	-	-	(46,415)	-	46,415	-	-
Funds under management (restricted) ⁵	-	173,029	-	-	173,029	-	-	173,029	-	-	-	-	-	-	-	-	-	(25,954)	-	25,954	-	-
Total Financial Assets		555,257	122,602	-	677,859	149,384	46,012	482,463	6,675	-	(6,675)	-	(3,832)	-	3,832	-	(79,270)	-	79,270	-	26,781	
Financial Liabilities																						
Payables	-	56,308	-	-	56,308	26,319	1,008	28,981	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Loans	6.61%	-	-	22,244	22,244	2,790	17,070	2,384	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	3.32%	-	-	7,546	7,546	2,969	3,818	759	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Liabilities - Service Concessions	7.52%	-	-	151,987	151,987	10,222	8,283	133,482	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financial Liabilities		56,308	-	181,777	238,085	42,300	30,179	165,606	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2021																						
Financial Assets																						
Cash and cash equivalents	0.29%	1	176,042	-	176,043	176,043	-	-	-	-	-	-	-	(2,024)	-	2,024	-	-	-	-	-	-
Receivables ⁴	-	28,667	-	-	28,667	28,667	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,667
Unlisted securities (unrestricted)	-	7,654	-	-	7,654	-	7,654	-	-	-	-	-	-	-	-	-	-	(1,148)	-	1,148	-	-
Listed securities (unrestricted)	-	57,883	-	-	57,883	-	57,883	-	-	-	-	-	-	-	-	-	-	(8,682)	-	8,682	-	-
Funds under management (unrestricted) ^{1,5}	-	327,733	-	-	327,733	-	-	327,733	6,973	-	(6,973)	-	-	-	-	-	-	(49,160)	-	49,160	-	-
Funds under management (restricted) ⁵	-	171,266	-	-	171,266	-	-	171,266	-	-	-	-	-	-	-	-	-	(25,690)	-	25,690	-	-
Total Financial Assets		593,204	176,042	-	769,246	204,710	65,537	498,999	6,973	-	(6,973)	-	(2,024)	-	2,024	-	(84,680)	-	84,680	-	28,667	
Financial Liabilities																						
Payables	-	73,815	-	-	73,815	44,165	1,460	28,190	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Loans	6.61%	-	-	24,855	24,855	2,612	15,982	6,261	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	2.97%	-	-	9,188	9,188	3,821	4,876	491	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Liabilities - Service Concessions	7.52%	-	-	150,854	150,854	10,210	7,975	132,669	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financial Liabilities		73,815	-	184,897	258,712	60,808	30,293	167,611	-	-	-	-	-	-	-	-	-	-	-	-	-	-

¹ Funds under management mainly comprise investments in unit based funds. Credit risk exposure relates only to funds under management not in unit based funds.² A positive number indicates an increase in net operating result where the Australian dollar weakens against the foreign currency.³ Net operating result would be affected if prices increased or decreased as gains or losses on Fair Value to Profit and Loss investments are recognised directly in net operating result. The impact of a 15% movement are shown.⁴ This includes GST Receivable of \$6.032 million (2021 \$4.837 million).⁵ Funds under management in unit based funds receive income by way of distributions and do not attract interest.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

22 FINANCIAL INSTRUMENTS (continued)
(b) FAIR VALUE

Fair Value Measurements

The fair values of financial assets and financial liabilities shown in Note 22 are determined as follows:

- Due to the short-term nature of current receivables and payables, their carrying value is assumed to approximate fair value and, based on credit history, it is expected that the receivables that are neither past due date nor impaired will be received when due.
- Funds under management and fair value of listed shares are traded on an active market. Hence, the fair value of these investments is based on quoted market prices at the reporting date (Level 1).
- Fair value of unlisted shares that are not traded in an active market are measured either at independent valuation or at cost, which is assumed to approximate fair value where an unobservable input cannot be measured reliably.
- The fair value of loans to related entities are estimated for disclosure purposes by discounting the future contractual cash flows at the University's weighted average interest rate of cash and cash equivalents.

The fair value of borrowings is based on cash flows discounted using borrowing rates provided by the Western Australian Treasury Corporation. The rates vary between 5% to 7% depending on the purpose of the borrowing (2021: 5% to 7%). The fair value of the borrowings equals the carrying amount including additional charges and adjustments provided by the Western Australian Treasury Corporation, had the University terminated the loans at 31 December of each year.

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

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

Fair Value Hierarchy

	2022	2021	2022	2021	2022 Fair Value Hierarchy			2021 Fair Value Hierarchy		
	Carrying amount \$'000	Carrying amount \$'000	Fair value \$'000	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Financial Assets										
Cash and cash equivalents	122,603	176,043	122,603	176,043	-	-	-	-	-	-
Receivables	26,781	28,667	26,781	28,667	-	-	-	-	-	-
Unlisted securities (unrestricted)	8,363	7,654	8,363	7,654	-	404	7,959	-	348	7,306
Listed securities (unrestricted)	37,649	57,883	37,649	57,883	37,649	-	-	57,883	-	-
Funds under management (unrestricted)	309,434	327,733	309,434	327,733	309,434	-	-	327,733	-	-
Funds under management (restricted)	173,029	171,266	173,029	171,266	173,029	-	-	171,266	-	-
Total Financial Assets	677,859	769,246	677,859	769,246	520,112	404	7,959	556,882	348	7,306
Financial Liabilities										
Payables	56,308	73,815	56,308	73,815	-	-	-	-	-	-
Treasury Loans	22,244	24,855	23,981	29,693	23,981	-	-	29,693	-	-
Lease liabilities	7,546	9,188	7,546	9,188	-	-	-	-	-	-
Financial Liabilities - Service Concessions	151,987	150,854	151,987	150,854	-	-	-	-	-	-
Total Financial Liabilities	238,085	258,712	239,822	263,550	23,981	-	-	29,693	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

22 FINANCIAL INSTRUMENTS (continued)

Valuation Techniques

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

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

Fair Value Measurement Using Significant Unobservable Inputs (Level 3)

	2022 \$'000	2021 \$'000
Unlisted securities (unrestricted)		
Opening Balance	7,306	28,411
Transfers from level 2	-	(20,640)
Fair Value Movement through Profit and Loss	653	(465)
Closing Balance	7,959	7,306

The loss included in profit and loss relates to the revaluation of unlisted securities as determined by an independent valuer, based on observable inputs, and is reported within the University's net operating result.

A discount factor has not been applied to revaluations in 2021 and 2022.

The University's sensitivity to a 5% increase or decrease in the unobservable input on discount factor at reporting date would result in a decrease or increase in net operating result of \$0.03 million (2021: \$0.02million) respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

23 KEY MANAGEMENT PERSONNEL DISCLOSURES

(a) Members of the Accountable Authority

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

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

Members appointed by Governor in Council

Ms Elisa Fear
Mr Damian Gordon
Mr Michael Lundberg (ceased 20 October 2022)

Member who is the Vice-Chancellor

Professor Harlene Hayne, Vice-Chancellor

Member elected by academic staff

Professor Julia Richardson

Member elected by general staff

Ms Catherine Clark (ceased 31 March 2022)
Dr Kristy Noakes (commenced 1 April 2022)

Members elected by the graduates of the University

Ms Kim Gibson
Dr Samantha Hall

Co-opted Members

Dr Terry Agnew
Mr Rob Cole (commenced 29 June 2022)
Dr Andrew Crane, Chancellor
Dr Vanessa Guthrie, Pro Chancellor
Mr David Southam
Dr Katherine Stannage (ceased 17 February 2022)

Member who is the Chairperson of the Academic Board

Professor Dale Pinto

Members elected by students

Mr Jeremy Ash (undergraduate - ceased 31 March 2022 and recommenced 4 August 2022)
Mr Lapo Bigazzi (undergraduate - commenced 1 April 2022 and ceased 31 May 2022)
Mr Mitch Craig (postgraduate - commenced 21 November 2022)
Ms May Majimbi (postgraduate - ceased 31 March 2022)
Mr Hameed Mohammad (postgraduate - commenced 4 August 2022 and ceased 5 August 2022)
Ms Ayomide Ogundipe (postgraduate - commenced 1 April 2022 and ceased 31 May 2022)

(b) Other key management personnel

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

Ms Val Raubenheimer (ceased 31 December 2022)	Dr Marco Schultheis
Professor Archie Clements (ceased 30 August 2022)	Professor Chris Moran
Professor Jeremy Kilburn	Professor Seth Kunin
Mr Alistair Donald	Professor John Evans
Professor Lina Pelliccione	Professor Linley Lord
Professor Simon Leunig	Professor Paul Brunton (commenced 4 July 2022)
Mrs Fiona Notley	Professor Vanessa Chang (commenced 13 June 2022)
Professor Richard Blythe	Professor Helen McCutcheon (commenced 12 September 2022)
Professor Mark Ogden	Professor Jon Yorke (ceased 3 July 2022)
Mr David Menarry	

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

23 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)

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

Remuneration of Members of the Accountable Authority

	2022 Number	2021 Number
Nil - \$10,000	8	4
\$10,001 - \$20,000	2	6
\$20,001 - \$30,000	4	1
\$30,001 - \$40,000	2	1
\$50,001 - \$60,000	-	1
\$60,001 - \$70,000	1	-
\$80,001 - \$90,000	1	-
\$110,001 - \$120,000	1	-
\$200,001 - \$210,000	-	1
\$240,001 - \$250,000	-	1
\$290,001 - \$300,000	-	2
\$300,001 - \$310,000	2	-
\$640,001 - \$650,000	-	1
\$900,001 - \$910,000	1	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

23 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)

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

Remuneration of Senior Officers

	2022 Number	2021 Number
\$60,001 - \$70,000	1	1
\$100,001 - \$110,000	1	-
\$130,001 - \$140,000	-	1
\$150,001 - \$160,000	-	1
\$170,001 - \$180,000	-	1
\$180,001 - \$190,000	-	1
\$190,001 - \$200,000	1	-
\$200,001 - \$210,000	1	-
\$220,001 - \$230,000	-	1
\$230,001 - \$240,000	1	-
\$280,001 - \$290,000	1	-
\$300,001 - \$310,000	-	3
\$310,001 - \$320,000	1	-
\$320,001 - \$330,000	-	1
\$350,001 - \$360,000	-	1
\$360,001 - \$370,000	1	-
\$370,001 - \$380,000	1	1
\$390,001 - \$400,000	2	2
\$400,001 - \$410,000	-	1
\$410,001 - \$420,000	-	1
\$420,001 - \$430,000	2	1
\$430,001 - \$440,000	1	1
\$440,001 - \$450,000	1	-
\$450,001 - \$460,000	-	1
\$470,001 - \$480,000	1	-
\$500,001 - \$510,000	-	1
\$530,001 - \$540,000	1	-
\$540,001 - \$550,000	1	-
\$570,001 - \$580,000	1	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

23 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)

(d) Key management personnel compensation

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

	2022 \$'000	2021 \$'000
Short-term employee benefits	6,940	6,188
Post-employment benefits	761	802
Other long-term benefits	1,111	1,094
Termination benefits	-	141
Total key management personnel compensation	8,812	8,225

24 REMUNERATION OF AUDITORS

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

	2022 \$'000	2021 \$'000
(a) Audit and review of the Financial Statements		
Fees paid to the Office of the Auditor General	333	306
(b) Other audit and assurance services¹		
Fees paid to the Office of the Auditor General	29	14
Independent Appraisal	1	3
SAI Global Limited	-	1
Avant Edge Consulting	28	18
Total fees paid for other audit services	58	35
Total Remuneration of Auditors	391	341

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

25 RELATED PARTIES

(a) Key management personnel

Disclosures relating to Members of the Accountable Authority and Senior Officers are set out in Note 23.

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

25 RELATED PARTIES (continued)

(b) Transactions with related parties

The following transactions occurred with related parties:

Transaction Type	2022 \$'000	2021 \$'000
Purchases of goods and services		
- Curtin Student Guild	4,077	4,152
- Associates	46	12
Revenue for providing services		
- Curtin Student Guild	362	571
- Associates	401	546

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

Transaction Type	2022 \$'000	2021 \$'000
Receivable at 31 December		
- Curtin Student Guild	8	80
- Associates	260	225
Payable at 31 December		
- Curtin Student Guild	11	30
- Associates	-	-

(c) Loans to Associates

Refer Note 26.

26 ASSOCIATES

Companies

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

Details of the University's significant associates at 31 December 2022 are listed below. Investments in associates have been recognised at fair value (refer Note 12). They have not been equity accounted for in the University's financial statements because they are not considered sufficiently material.

Name of entity	Country of incorporation	Carrying value of Investment		Equity holding	
		2022 \$'000	2021 \$'000	2022 %	2021 %
Associates					
Hyprfire Pty Ltd	Australia	-	-	31	32
REX Ortho Pty Ltd	Australia	-	-	27	27
Loans to Associates					
				2022 \$'000	2021 \$'000
Balance at beginning of year				-	450
Loans impaired				-	(450)
Balance at end of year				-	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

27 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

(a) Contingent Liabilities

In 2022, similar to other universities across Australia, the University identified the need to review how employees have been paid pursuant to the University's employee agreements. In that regard, Curtin has proactively commenced a review to ensure our employees have been, and continue to be, paid in accordance with the University's employee agreements. Given the size of our workforce and our varied activities, the review is complex and will take at least 18 months to complete properly. Consequently, at the time of completing the financial statements, we are unable to determine the costs, if any, related to the outcomes of this review.

In 2022 the University became aware of compliance issues regarding Building 408 on its Bentley campus, requiring structural remediation work. At the time of completing the financial statements we are unable to reasonably determine the cost to the University, work is still under way to assess the extent of the issue and the necessary remediation work which will take at least 6 months to complete. The University is also exploring options by which any costs may be recovered.

The University is exposed to legal actions that arise in the course of the University's normal operations. The University does not believe that these legal actions, if successful, would result in material loss.

(b) Contingent Assets

The University had no material contingent assets at the reporting date.

28 COMMITMENTS

	2022 \$'000	2021 \$'000
(a) Capital commitments		
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:		
Property, Plant and Equipment		
Within one year	26,226	84,991
Between one and five years	-	-
Later than five years	-	-
Total capital commitments	26,226	84,991

(b) Lease commitments

Short-term and low value pool leases

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

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

Within one year	2,111	3,004
Between one and five years	3,756	2,307
Later than five years	-	-
Total future minimum lease payments	5,867	5,311

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

28 COMMITMENTS (continued)

	2022 \$'000	2021 \$'000
(c) Other expenditure commitments		
Commitments in relation to purchase orders are payable as follows:		
Within one year	138,637	160,042
Commitments in relation to outgoings for leased buildings are payable as follows:		
Within one year	591	591
Between one and five years	2,363	2,363
Later than five years	38,636	38,747
Total future minimum payments	41,590	41,701

All the above commitments are inclusive of GST where applicable.

29 DISCONTINUED OPERATIONS

There were no discontinued operations in 2022 and 2021.

30 EVENTS OCCURRING AFTER REPORTING DATE

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

31 DEFINED BENEFIT SUPERANNUATION PLANS

(a) Curtin University pension obligations

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

	2022 \$'000	2021 \$'000
Reconciliation of the Present Value of the Defined Benefit Obligation		
Present value of defined benefit obligations at beginning of the year	513	585
Current service cost	-	-
Interest cost	13	6
Actuarial loss/(gain)	2	18
Benefits paid	(98)	(96)
Present value of defined benefit obligations at end of the year	430	513
Reconciliation of the Fair Value of Assets		
Fair value of assets at beginning of the year	-	-
Employer contributions	98	96
Benefits paid	(98)	(96)
Fair value of assets at end of the year	-	-
Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position		
Present value of defined benefit obligation	430	513
Fair value of assets	-	-
Net liability	430	513
Liability recognised in the Statement of Financial Position as:		
Current	90	91
Non-current	340	422
	430	513
Expense Recognised in the Statement of Comprehensive Income		
Interest cost	13	6
Actuarial loss/(gain)	2	18
Superannuation expense/(benefit)	15	24

Assets

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

Nature of asset/liability

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

31 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

(b) Government Employees Superannuation Board (GESB)

Scheme information

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

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

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

The weighted average duration of the defined benefit obligation for the whole of the Pension Scheme is 8 years (2021: 8.6 years).

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

	2022 \$'000	2021 \$'000
Reconciliation of the present value of the defined benefit obligation		
Present value of defined benefit obligations at beginning of the year	50,234	56,335
Current service cost	-	-
Interest cost	767	426
Actuarial loss/(gain) arising from changes in financial assumptions	(4,158)	(3,865)
Actuarial loss/(gain) arising from liability experience	2,795	2,055
Benefits paid	(4,555)	(4,717)
Present value of defined benefit obligations at end of the year	45,083	50,234
These defined benefit obligations are wholly unfunded, such that there are no assets. The University contributes any shortfalls of reimbursement rights, as required, to meet the benefits paid (refer below).		
Reconciliation of the fair value of Scheme assets		
Fair value of scheme assets at beginning of the year	-	-
Employer contributions	4,555	4,717
Benefits paid	(4,555)	(4,717)
Fair value of Scheme assets at end of the year	-	-
Reconciliation of the net liability recognised in the Statement of Financial Position		
Present value of defined benefit obligations	45,083	50,234
Fair value of the Scheme assets	-	-
Net liability	45,083	50,234
Fair value of reimbursement rights	45,083	50,234
Total net liability/(asset) in the Statement of Financial Position	-	-
Present value of defined benefit obligations/reimbursement rights is recognised as:		
Current	3,068	3,828
Non-current	42,015	46,406
	45,083	50,234

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

31 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2022 \$'000	2021 \$'000
Expense Recognised in the Statement of Comprehensive Income		
Current service cost	-	-
Interest cost	767	426
Reimbursement rights adjustments	(599)	(187)
Deferred superannuation expense	168	239
Actuarial loss/(gain) recognised in Other Comprehensive Income		
Actuarial loss/(gain) arising from changes in financial assumptions	(4,158)	(3,865)
Actuarial loss/(gain) arising from liability experience	2,795	2,055
Reimbursement rights adjustments	1,363	1,810
Net Actuarial loss/(gain) recognised on defined benefit obligations	-	-

Scheme Assets

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

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

Significant actuarial assumptions used in determining defined benefit obligation

% per annum	2022	2021
Discount rate (active members)	3.50%	1.60%
Discount rate (pensioners)	3.50%	1.60%
Expected salary increase rate	3.50%	2.00%
Expected pension increase rate	3.00%	1.75%

The discount rate is based on the Government bond maturing in November 2029. The decrement rates used (eg mortality and retirement rates) are based on those used at the last actuarial valuation for the Schemes.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

31 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2022 \$'000	2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000
Historical Information						
Present value of defined benefit obligation	45,083	50,234	56,335	59,286	56,648	62,003
Fair value of Scheme assets	-	-	-	-	-	-
Deficit in Scheme assets	45,083	50,234	56,335	59,286	56,648	62,003
Experience adjustments (gain)/loss - Scheme assets	-	-	-	-	-	-
Experience adjustments (gain)/loss - Scheme liabilities	2,795	2,055	(333)	1,053	(646)	2,936

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

	2023 \$'000	2022 \$'000
Expected Contributions		
Expected employer contributions	4,565	4,594

Nature of asset/liability

The University has recognised a liability in the Statement of Financial Position under Provisions in respect of its defined benefit superannuation arrangements (refer Note 20).

An arrangement exists between the Australian Government and the University to meet the unfunded liability for beneficiaries of the State Superannuation Schemes on an emerging cost basis. Accordingly, a corresponding asset is recognised under Receivables for the reimbursement rights (refer Note 10).

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

(c) Unisuper Defined Benefit Plan

Scheme information

The UniSuper Defined Benefit Plan (DBP) is a multi-employer defined benefit plan under superannuation law. However, it is considered to be a multi-employer defined contribution plan under the Accounting Standard AASB119 - Employee Benefits. This is because, where there are or may be insufficient funds to provide benefits payable, the Trustee must reduce the benefits payable on a fair and equitable basis. The employer's legal or constructive obligation is limited to the amount that it agrees to contribute to the funds and the actuarial and investment risks rest with the employee.

(d) Superannuation employer contributions

Employer contributions for all superannuation plans of \$67.049 million (2021: \$66.111 million) were charged as an expense under employee benefits (refer Note 5) as they fell due.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE

(a) Education – CGS and Other Education Grants

	Commonwealth Grants Scheme ¹		Indigenous Support Program		Disability Support Program		Partnership & Participation Program ²		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in cash during the reporting period	281,165	313,543	845	1,035	181	132	4,631	4,687	286,822	319,397
Net accrual adjustments	1,893	(29,195)	-	-	-	-	71	(351)	1,964	(29,546)
Revenue for the period	283,058	284,348	845	1,035	181	132	4,702	4,336	288,786	289,851
Surplus/(deficit) from the previous year	-	-	-	-	(962)	(877)	(59)	(51)	(1,021)	(928)
Total revenue including accrued revenue	283,058	284,348	845	1,035	(781)	(745)	4,643	4,285	287,765	288,923
Less expenses including accrued expenses	(283,058)	(284,348)	(845)	(1,035)	(419)	(217)	(4,797)	(4,344)	(289,119)	(289,944)
Surplus/(deficit) for reporting period	-	-	-	-	(1,200)	(962)	(154)	(59)	(1,354)	(1,021)

¹ Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, CGS – Maths and Science Transition Loading and Full Fee Places Transition Loading.
² Includes Equity Support Program.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

32 ACQUITTTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

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

	HECS-HELP		FEE-HELP ³		SA-HELP		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in cash during the reporting period	168,574	174,381	25,618	31,336	2,245	2,740	196,437	208,457
Net accrual adjustments	(8,837)	(14,593)	(724)	(4,296)	(143)	(327)	(9,704)	(19,216)
Revenue for the period	159,737	159,788	24,894	27,040	2,102	2,413	186,733	189,241
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	159,737	159,788	24,894	27,040	2,102	2,413	186,733	189,241
Less expenses including accrued expenses	(159,737)	(159,788)	(24,894)	(27,040)	(2,102)	(2,413)	(186,733)	(189,241)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

32 ACQUITTTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(c) (i) Research Training Program

	Research Training Program ⁴		Commonwealth Education Cost Scholarships ⁵		Commonwealth Accommodation Scholarships ⁵		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received/(refunded) in cash during the reporting period	29,274	27,826	1	269	-	-	29,275	28,095
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	29,274	27,826	1	269	-	-	29,275	28,095
Surplus/(deficit) from the previous year	583	966	86	26	-	-	669	992
Total revenue including accrued revenue	29,857	28,792	87	295	-	-	29,944	29,087
Less expenses including accrued expenses	(29,221)	(28,209)	(196)	(209)	-	-	(29,417)	(28,418)
Surplus/(deficit) for reporting period	636	583	(109)	86	-	-	527	669

⁴ The reported surplus for the Research Training Program of \$0.636million for 2022 is expected to be rolled over for future use by the University.

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

(ii) Research Training Program expenditure

Year Ended 31 December 2022	Domestic students		Overseas students		Total
	\$'000		\$'000		\$'000
Research Training Program Fees offsets	20,270		878		21,148
Research Training Program Stipends	7,638		410		8,048
Research Training Program Allowances	19		6		25
Total for all types of support	27,927		1,294		29,221

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(d) Research Support Program

	Research Support Program			Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2021 \$'000
Financial assistance received in cash during the reporting period	20,945	44,274	20,945	44,274	
Net accrual adjustments	-	-	-	-	-
Revenue for the period	20,945	44,274	20,945	44,274	
Surplus/(deficit) from the previous year	-	-	-	-	-
Total revenue including accrued revenue	20,945	44,274	20,945	44,274	
Less expenses including accrued expenses	(20,945)	(44,274)	(20,945)	(44,274)	
Surplus/(deficit) for reporting period	-	-	-	-	-

(e) Australian Research Council Grants

(i) Discovery

	Projects ¹		Fellowships		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in cash during the reporting period	4,110	4,826	4,755	4,637	8,865	9,463
Net accrual adjustments	(2,066)	3,009	(248)	(559)	(2,314)	2,450
Revenue for the period	2,044	7,835	4,507	4,078	6,551	11,913
Surplus/(deficit) from the previous year	15,335	12,578	4,253	4,184	19,588	16,762
Total revenue including accrued revenue	17,379	20,413	8,760	8,262	26,139	28,675
Less expenses including accrued expenses	(6,059)	(5,078)	(4,816)	(4,009)	(10,875)	(9,087)
Surplus/(deficit) for reporting period	11,320	15,335	3,944	4,253	15,264	19,588

¹Includes Early Career Researcher Award.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2022

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(e) Australian Research Council Grants (continued)

(ii) Linkages

	Infrastructure		Projects		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in cash during the reporting period	-	-	3,225	3,452	3,225	3,452
Net accrual adjustments	157	3,464	(1,083)	360	(926)	3,824
Revenue for the period	157	3,464	2,142	3,812	2,299	7,276
Surplus/(deficit) from the previous year	607	(359)	26	(495)	633	(854)
Total revenue including accrued revenue	764	3,105	2,168	3,317	2,932	6,422
Less expenses including accrued expenses	(550)	(2,498)	(1,373)	(3,291)	(1,923)	(5,789)
Surplus/(deficit) for reporting period	214	607	795	26	1,009	633

(iii) Centres

	Centres		Other		Total	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in cash during the reporting period	2,912	1,868	194	256	3,106	2,124
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	2,912	1,868	194	256	3,106	2,124
Surplus/(deficit) from the previous year	990	745	193	112	1,183	857
Total revenue including accrued revenue	3,902	2,613	387	368	4,289	2,981
Less expenses including accrued expenses	(2,644)	(1,623)	(283)	(175)	(2,927)	(1,798)
Surplus/(deficit) for reporting period	1,258	990	104	193	1,362	1,183

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2022

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

	2022 \$'000	2021 \$'000
(f) OS-HELP		
Cash received during the reporting period	59	-
Cash spent during the reporting period	(59)	-
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-
(g) Higher Education Superannuation Program		
Cash received during the reporting period	4,446	4,476
University contribution in respect of current employees	168	239
Cash available	4,614	4,715
Cash surplus/(deficit) from the previous period	249	42
Cash available for current period	4,863	4,757
Contributions to specified defined benefit funds	(4,548)	(4,508)
Cash surplus/(deficit) for the reporting period	315	249
(h) Student Services and Amenities Fee		
Unspent/(Overspent) revenue from previous period	1	132
SA-HELP Revenue Earned	2,102	2,413
Student Services and Amenities Fees direct from Students	4,186	4,017
Total revenue expendable in period	6,289	6,562
Student Services expenses during period	(6,202)	(6,561)
Unspent/(Overspent) Student Services Revenue	87	1

REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL

The members of the University Council present their report for the year ended 31 December 2022.

MEMBERS

The following persons were members of the Council of Curtin University during the year ended 31 December 2022:

Members appointed by Governor

Ms Elisa Fear
Mr Damian Gordon
Mr Michael Lundberg (ceased 20 October 2022)

Member who is the Vice-Chancellor

Professor Harlene Hayne, Vice-Chancellor

Co-opted Members

Dr Terry Agnew
Mr Rob Cole (commenced 29 June 2022)
Dr Andrew Crane, Chancellor
Dr Vanessa Guthrie, Pro Chancellor
Mr David Southam
Dr Katherine Stannage (ceased 17 February 2022)

Members Elected by Full-time Academic Staff

Professor Julia Richardson

Members Elected by the graduates of the University

Ms Kim Gibson
Dr Samantha Hall

Members Elected by Full-time General Staff

Ms Catherine Clark (ceased 31 March 2022)
Dr Kristy Noakes (commenced 1 April 2022)

Member who is the Chairperson of Academic Board

Professor Dale Pinto

Members Elected by Students

Mr Jeremy Ash (undergraduate - ceased 31 March 2022 and recommenced 4 August 2022)
Mr Lapo Bigazzi (undergraduate - commenced 1 April 2022 and ceased 31 May 2022)
Mr Mitch Craig (postgraduate - commenced 21 November 2022)
Ms May Majimbi (postgraduate - ceased 31 March 2022)
Mr Hameed Mohammad (postgraduate - commenced 4 August 2022 and ceased 5 August 2022)
Ms Ayomide Ogundipe (postgraduate - commenced 1 April 2022 and ceased 31 May 2022)

REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL (CONTINUED)

Meetings of Members

The number of meetings of the University Council and of each committee of Council held during the year ended 31 December 2022, and the number of meetings attended by each member were:

MEMBERS	COUNCIL MEETINGS ¹		MEETINGS OF COMMITTEES												
			AUDIT, RISK & COMPLIANCE		EXECUTIVE			FINANCE		LEGISLATIVE		NOMINATIONS		UNIVERSITY COUNCIL HEALTH AND SAFETY	
	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD		ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD
Dr Terry Agnew ²	6	7			7	8		5	6			4	6	1	1
Mr Jeremy Ash	5	5												2	2
Mr Alex Bates (co-opted)														2	3
Mr Lapo Bigazzi	1	1												1	1
Dr Andrew Crane, Chancellor	7	7			8	8						6	6		
Ms Catherine Clark	2	2												1	1
Mr Rob Cole	3	3													
Mr Mitch Craig	1	1													
Ms Elisa Fear	7	7	5	5	8	8						6	6	4	4
Ms Kim Gibson	6	7													
Ms Beth Gordon (co-opted)								6	6						
Mr Damian Gordon	7	7						5	6						
Dr Vanessa Guthrie, Pro Chancellor	4	7			5	8		6	6			3	6		
Dr Samantha Hall	6	7													
Professor Harlene Hayne, Vice-Chancellor ²	6	7			8	8		6	6	1	1			4	4
Professor Jeremy Kilburn, A/g Vice-Chancellor	1	1													
Mr Michael Lundberg	6	6								1	1			1	2
Ms May Majimbi	2	2													
Mr Hameed Mohammad ³	0	0													
Mr Matt Mueller (co-opted)			5	5											
Dr Kristy Noakes	5	5												3	3
Ms Ayomide Ogundipe	1	1													
Professor Dale Pinto	6	7			6	8				1	1				
Professor Julia Richardson	6	7													
Ms Ann Robinson (co-opted)			5	5											
Ms Vicki Robinson (co-opted)										0	1				
Mr Vince Santostefano (co-opted)														3	3
Mr David Southam	7	7	5	5	6	8						5	6		
Dr Katherine Stannage	1	1													
Mr Darren Weaver (co-opted)								6	6						

1 The number of meetings held represents the number of regular and special meetings held during the time a member was a member of the Council or a committee of Council during the year. The number of meetings held does not include matters considered by circular resolution by Council or respective committees of Council.
2 Also a member of the Kalgoorlie Campus Council
3 Attended 1 meeting of Council as an observer/participant

Report by the Members of the University Council (continued)

Principal activities

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

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

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

Review of operations

The net operating loss for the year ended 31 December 2022 was \$36.120 million (2021: \$113.311 million surplus).

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

- Chancellor's Foreword
- Vice-Chancellor's Report
- Report on Operations
- Report on Performance

Significant changes in the State of Affairs

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

Matters subsequent to the end of the financial year

No other events have occurred since balance date that are likely to have a material impact on the financial report of the University.

Report by the Members of the University Council (continued)

Likely developments and expected results of operations

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

Environmental regulation

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

Relevant legislation that Curtin is subject to includes:

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

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

Insurance of Members of Council and Officers

The University provides Directors and Officers Liability and Supplementary Legal Expenses Cover, through contracts with external insurance providers.

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

Proceedings on behalf of and against Curtin University

The University is exposed to legal actions that arise in the course of the University's normal operations. The University does not believe that these legal actions, if successful, would result in material loss.

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



Dr Andrew Crane

Chancellor

Curtin University, Bentley, Perth, WA

Dated this 15th day of March 2023

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Certification of key performance indicators

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess Curtin University’s performance, and fairly represent the performance of Curtin University for the financial year ended 31 December 2022.



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor

On behalf of the University Council dated this 15th day of March 2023

Introduction

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

The selection of indicators reflects those that are designed to demonstrate progress towards achieving targets as outlined in Curtin’s Strategic Plan (2017–2022). Performance indicators are classified into either *effectiveness* or *efficiency* categories. Revisions and updates have been made to these indicators to provide greater alignment to the University’s internal key performance indicators.

A summary of the Outcome Components and Key Performance Indicators is provided below, including updated or new indicators compared to 2021 reporting.

Outcome Components Key Performance Indicators

Learning and Student Experience		
1. Student Demand and Quality	1.1	Curtin market share of WA university students – total commencements
	2.1	Student satisfaction (SES) – undergraduate students
2. Student Experience	2.2	Retention rate – undergraduate students
	3.1	Domestic graduate employment rates
3. Graduate Outcomes	4.1	Percentage of total domestic enrolments – regional and remote students <i>(updated)</i>
4. Student Equity	4.2	Percentage of total domestic enrolments – Aboriginal and Torres Strait Islander students <i>(new)</i>
	4.3	Percentage of total domestic enrolments – low socioeconomic status students <i>(new)</i>
	4.4	Percentage of total domestic enrolments – students with disability <i>(new)</i>
Research and Innovation		
5. Research Performance	5.1	Publications per Research Only/Teaching and Research staff FTE
	5.2	Total research income (Category 1 – 4)
	5.3	Completion numbers – Higher Degree by Research (HDR) students
Engagement and Impact		
6. Industry Engagement	6.1	Category 3 and 4 industry income and industry scholarships
People and Culture		
7. Staff Engagement	7.1	Staff engagement survey results
8. Diversity and Equity	8.1	Aboriginal and Torres Strait Islander staff participation rate (FTE) <i>(updated)</i>
	8.2	Staff gender balance
	8.3	Staff with disability participation rate (FTE) <i>(new)</i>
Global Positioning		
9. International Reputation	9.1	International co-authorship
	9.2	Academic Ranking of World Universities (ARWU) ranking
Sustainable Future		
10. Financial Sustainability	10.1	Teaching and Learning (T&L) expenditure per EFTSL
	10.2	Revenue from non-Commonwealth sources

The Curtin 2030 Strategic Plan, and its revised key performance indicators, will replace the existing Outcome Components in next year’s annual report.

Learning and Student Experience

Outcome Component: 1. Student Demand and Quality

Monitoring the market share of total commencements provides an assessment of the strength of student demand across all student cohorts. This reflects the value and reputation of Curtin courses in the WA university sector.

Key Performance Indicator: 1.1 Curtin Market Share of WA University Students – Total Commencements

Classification: Effectiveness measure

Benchmark gauge: Comparison of Curtin’s market share against previous years reflects the changes in demand for Curtin courses.

Total Commencements measures all commencing students (undergraduate, postgraduate and others) enrolled at one of the five universities in Western Australia as measured with data published by the Department of Education (DE), Canberra.

Curtin continued to improve its WA market share, increasing student commencements from 34.2 percent in 2020 to 37.1 percent in 2021. This result reflects the attractiveness of Curtin’s course offerings and learning opportunities within the Western Australian market.

Curtin Market Share of WA University Students

	2019	2020	2021	2022	2021 Target	2022 Target
Total Commencements	32.8%	34.2%	37.1%	na ⁽¹⁾	40.0%	40.0%

Data source: 2019–2021 Total Commencements data, DE.

Notes:

(1) Total Commencements data for 2022 is not yet available due to timing of data collection and release by DE.

Learning and Student Experience (continued)

Outcome Component: 2. Student Experience

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

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

Key Performance Indicator: 2.1 Student Satisfaction (SES) – Undergraduate Students

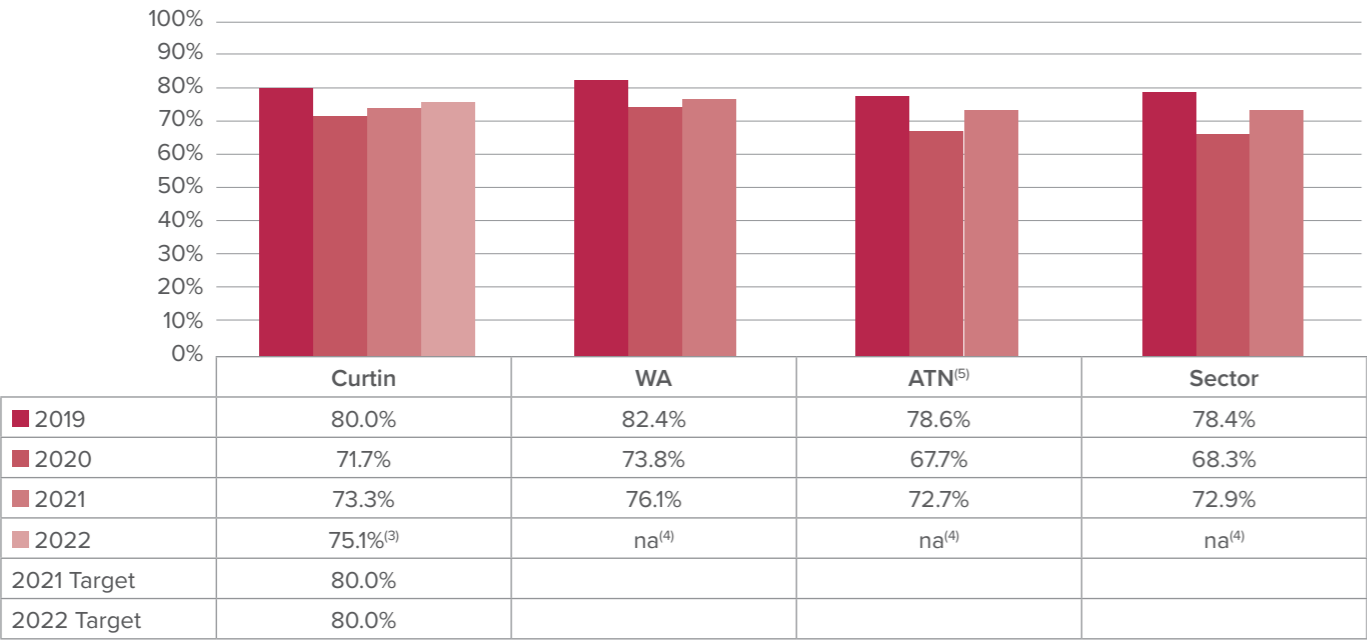
Classification: Effectiveness measure

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

The Social Research Centre (SRC)¹ collects SES information from first year and final year onshore undergraduates on their student experience. The SES measures five aspects of the student experience and includes an additional single item measure of overall student satisfaction with the quality of their educational experience. This question reads ‘Thinking about your <course>, overall how would you rate the quality of your entire educational experience this year?’ A student is considered satisfied if they answered either ‘Good’ or ‘Excellent’².

Curtin’s undergraduate student experience has improved in performance since last year, and undergraduate student satisfaction is continuing to recover from COVID-19 impacts. A similar pattern can be seen in the sector’s overall performance. The 2022 sector data is not available and will be updated in next year’s annual report.

Student Satisfaction (SES) – Undergraduate Students



Data source: 2019–2022 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2019–2021 WA, ATN and Sector averages derived by Curtin’s Market and Institutional Research (MIR) team, Office of Strategy and Planning, using national datasets supplied by the SRC.

Notes:
(1) The Social Research Centre is an external organisation who provide the Australian social research community with access to research services (<https://www.srcentre.com.au/>).
(2) The survey categories include: Excellent; Good; Fair; and Poor.
(3) In 2022 the number of domestic Curtin survey respondents was 6,284, domestic Curtin graduate population size was 16,737, and the response rate was 37.5 per cent. The margin of error was +/-0.98 per cent at a 95 per cent confidence level.
(4) Benchmark data for 2022 is not yet available due to timing of data collection and release by the SRC.
(5) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Learning and Student Experience (continued)

Key Performance Indicator: 2.2 Retention Rate – Undergraduate Students

Classification: Effectiveness measure

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

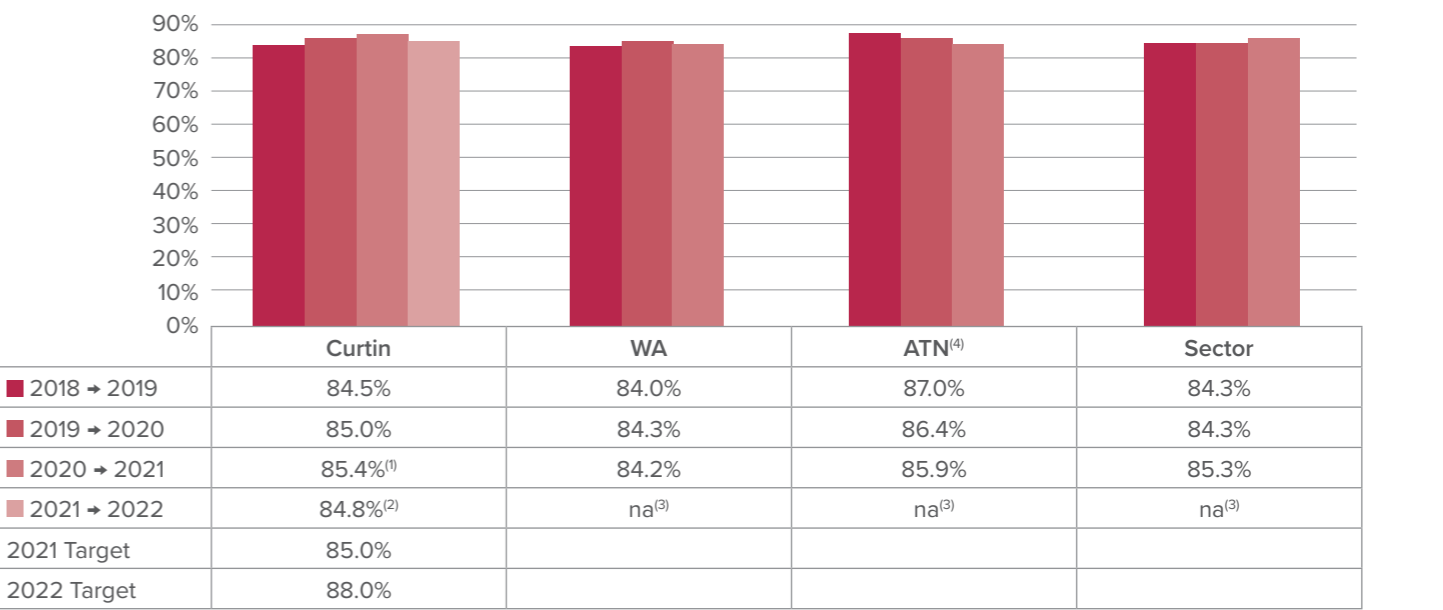
Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base, and ensures students can fulfil their ambitions to obtain a university qualification.

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

Retention is reported with a one-year lag and benchmark retention data is available only up to the end of 2021. Retention rates are affected by a multitude of factors, including a student’s personal circumstances. Targets for retention rates are set to ensure Curtin’s performance remains at an acceptable level. The retention rate is calculated based on the student commencement cohort year (year 1) and those students retained in the following year (year 2).

Undergraduate student retention has remained comparable to historical outcomes, with Curtin achieving results at similar levels to the ATN and national benchmarks, and continuing to exceed the WA average. The 2022 benchmark data is not yet available and will be reported in next year’s annual report.

Retention Rate – Undergraduate Students



Data source: 2018–2021 Retention data, DE; Curtin’s internal systems.
Notes:
(1) The 2020->2021 metric has been restated due to an internal measure being used as an interim proxy.
(2) The 2021->2022 percentage is derived using Curtin’s internal systems and may be restated in the following year once the DE publish the final outcome.
(3) Benchmark data for 2021->2022 is not available due to timing of data collection and release by DE.
(4) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Learning and Student Experience (continued)

Outcome Component: 3. Graduate Outcomes

Curtin aspires to have the highest graduate employment rates in WA. The vision for Learning and Student Experience is to lead in education innovation and prepare graduates with the skills needed for the future of work and those in demand by employers. The employment rate of graduates indicates the level to which Curtin graduates are career-ready and sought after by employers. It should be noted that graduate employment rates are affected by external factors, such as economic conditions and labour market cycles.

Key Performance Indicator: 3.1 Domestic Graduate Employment Rates

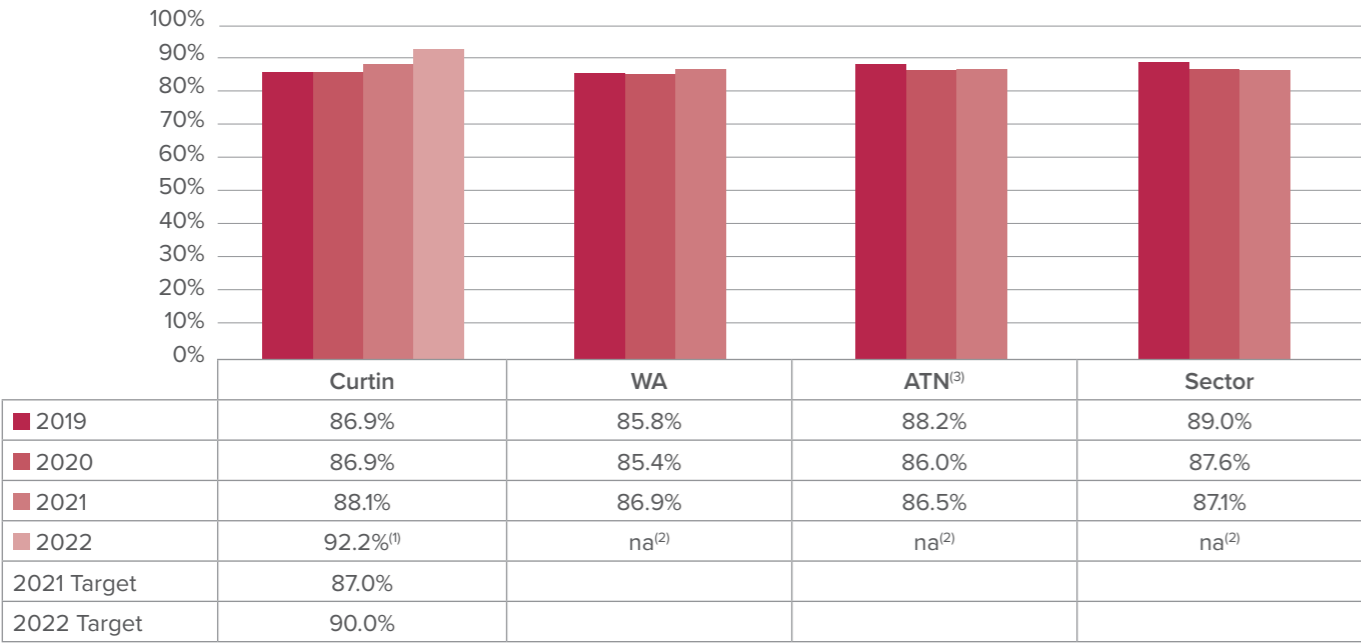
Classification: Effectiveness measure

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

The Graduate Outcomes Survey (GOS) is a national survey funded by the Australian Government DE, which collects information on graduate labour market outcomes and further study activities. GOS is administered online to graduates of Australian higher education institutions about five months after their course completion at or via an Australian campus.

Curtin's domestic graduate employment performance improved on the previous year, increasing from 88.1 per cent in 2021 to 92.2 per cent in 2022. This result maintains Curtin's position as the top public university in Western Australia for graduate employment and exceeds the annual performance target.

Domestic Graduate Employment Rates



Data source: 2019–2021 Curtin, WA, ATN and Sector data, Curtin UA GOS Tableau Report prepared and issued by the SRC.
2022 Curtin results are sourced from the Curtin GOS Tableau Report which is prepared and issued by the Social Research Centre.

Notes:

- (1) In 2022 the number of domestic Curtin survey respondents was 2,154, domestic Curtin graduate population size was 5,781 and the response rate was 37.3 per cent. The margin of error was +/-1.67 per cent at a 95 per cent confidence level.
- (2) 2022 WA, national and sector GOS data and Tableau reports are not available due to timing of data collection and release by SRC.
- (3) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Learning and Student Experience (continued)

Outcome Component: 4. Student Equity

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

Key Performance Indicator: 4.1 Percentage of Total Domestic Enrolments – Regional and Remote Students

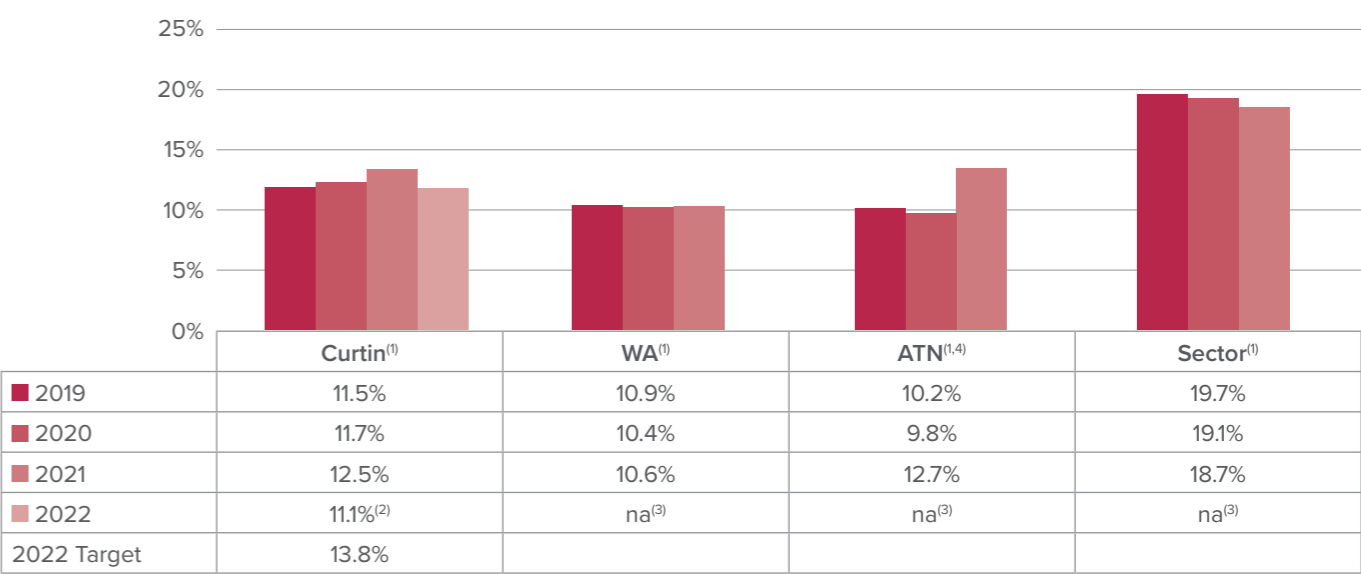
Classification: Effectiveness measure

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

Regional and remote student enrolments are measured as a proportion of total domestic enrolments. The categorisation takes into account whether a domestic student's permanent address is considered urban, regional or remote at the commencement of study. This indicator has been amended since the 2021 Annual Report to use the 2016 Australian Statistical Geography Standard (ASGS) postcode classifications (from 2011 ASGS postcode classifications) as used by the Australian Bureau of Statistics (ABS).

Performance for this indicator was below target for 2022. Historical comparison of performance sees Curtin generally outperform both WA and ATN benchmark averages.

Percentage of Total Domestic Enrolments – Regional and Remote Students



Data source: 2019–2021 equity groups data, DE; Curtin's internal systems.

Notes:

- (1) Reporting methodology revised to 2016 ASGS postcode classifications (2011 ASGS postcode was previously used) and revised to Remote / Regional classifications (First Address Remote / Regional classification previously used) to provide a more current and relevant view of remote / regional student enrolments; comparative results have been restated accordingly.
- (2) The 2022 percentage is derived using Curtin's internal systems and may be restated in the following year once the DE publish the final outcome.
- (3) Benchmark data for 2022 is not available due to timing of data collection and release by DE.
- (4) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Learning and Student Experience (continued)

Key Performance Indicator: 4.2 Percentage of Total Domestic Enrolments – Aboriginal and Torres Strait Islander Students

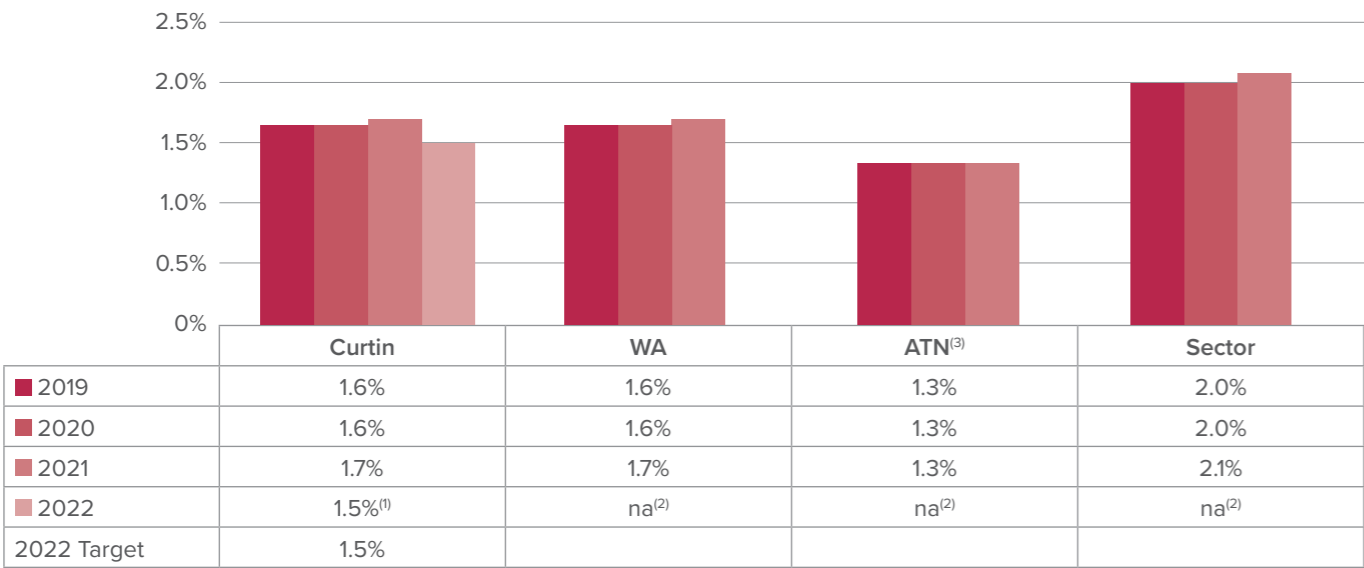
Classification: Effectiveness measure

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

This measure includes all Aboriginal and Torres Strait Islander students enrolled at Curtin as a proportion of total domestic enrolments. In previous Annual Reports this indicator has displayed total enrolments, but this is a new indicator that shows the percentage of Aboriginal and Torres Strait Islander student headcount against the total domestic headcount at Curtin University.

This is a new measure in 2022 and replaces ‘Total enrolments – Aboriginal and Torres Strait Islander students’. Curtin has achieved consistent performance for this indicator, achieving the 1.5 per cent target for 2022, and historically exceeding the ATN benchmark and on par with the WA benchmark.

Percentage of Total Domestic Enrolments – Aboriginal and Torres Strait Islander students



Data source: 2019–2021 Aboriginal and Torres Strait Islander student data, DE; Curtin’s internal systems

Notes:

- (1) The 2022 figure is derived using Curtin’s internal systems and may be restated in the following year once the DE publish the final outcome.
- (2) Benchmark data for 2022 is not available due to timing of data collection and release by DE.
- (3) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Learning and Student Experience (continued)

Key Performance Indicator: 4.3 Percentage of Total Domestic Enrolments – Low Socioeconomic Students

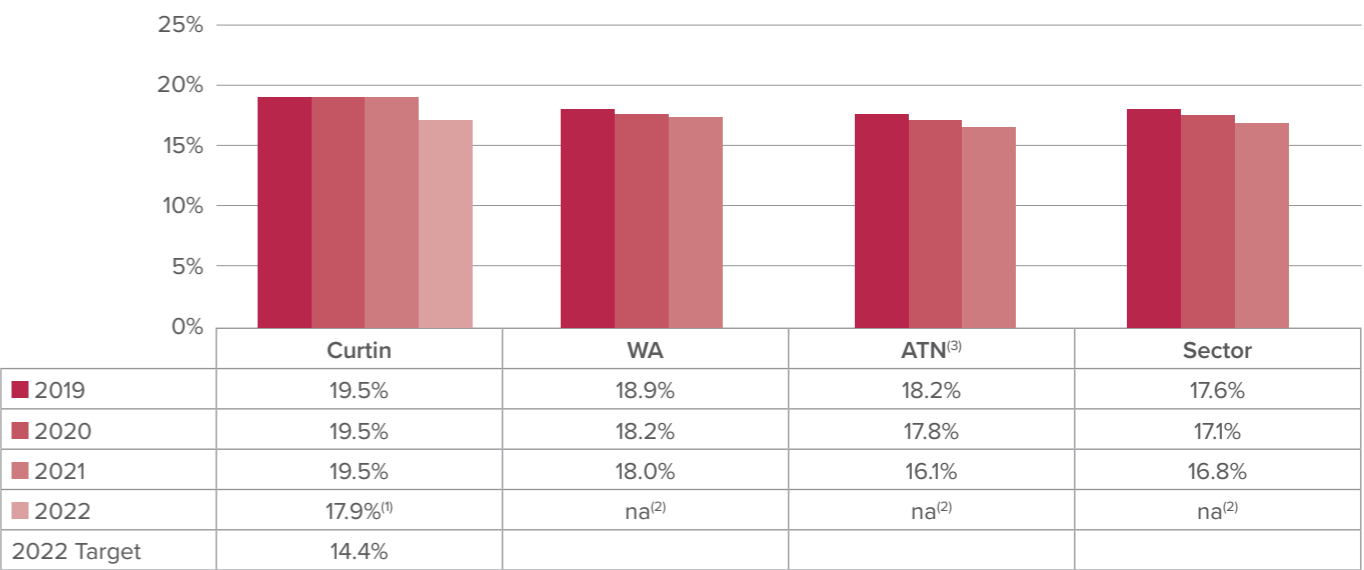
Classification: Effectiveness measure

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

This new measure includes all domestic low socio-economic status (SES) students enrolled at Curtin, both undergraduate and postgraduate. These classifications are derived from the Australian Bureau of Statistics’ Socio-Economic Indexes for Areas (SEIFA) Index of Education and Occupation for postal areas. Postcodes in the bottom 25 per cent of the population aged 15-64 are classified as low SES, the middle 50 per cent are classified as medium SES and the top 25 per cent are classified as high SES. The measure uses 2016 Census data for classification purposes, and this new measure shows the proportion of domestic low SES student headcount against the total domestic student headcount.

Performance in 2022 exceeded the annual target, with a participation rate of 17.9 per cent of low SES students, outperforming the target of 14.4 per cent. Curtin has historically been a solid performer in this area when compared to national, ATN and sector benchmarks.

Percentage of Total Domestic Enrolments – Low SES students



Data source: 2019–2022 low SES student data, DE; Curtin’s internal systems.

Notes:

- (1) The 2022 figure is derived using Curtin’s internal systems and may be restated in the following year once the DE publish the final outcome.
- (2) Benchmark data for 2022 is not available due to timing of data collection and release by DE.
- (3) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Learning and Student Experience (continued)

Key Performance Indicator: 4.4 Percentage of Total Domestic Enrolments – Students with Disability

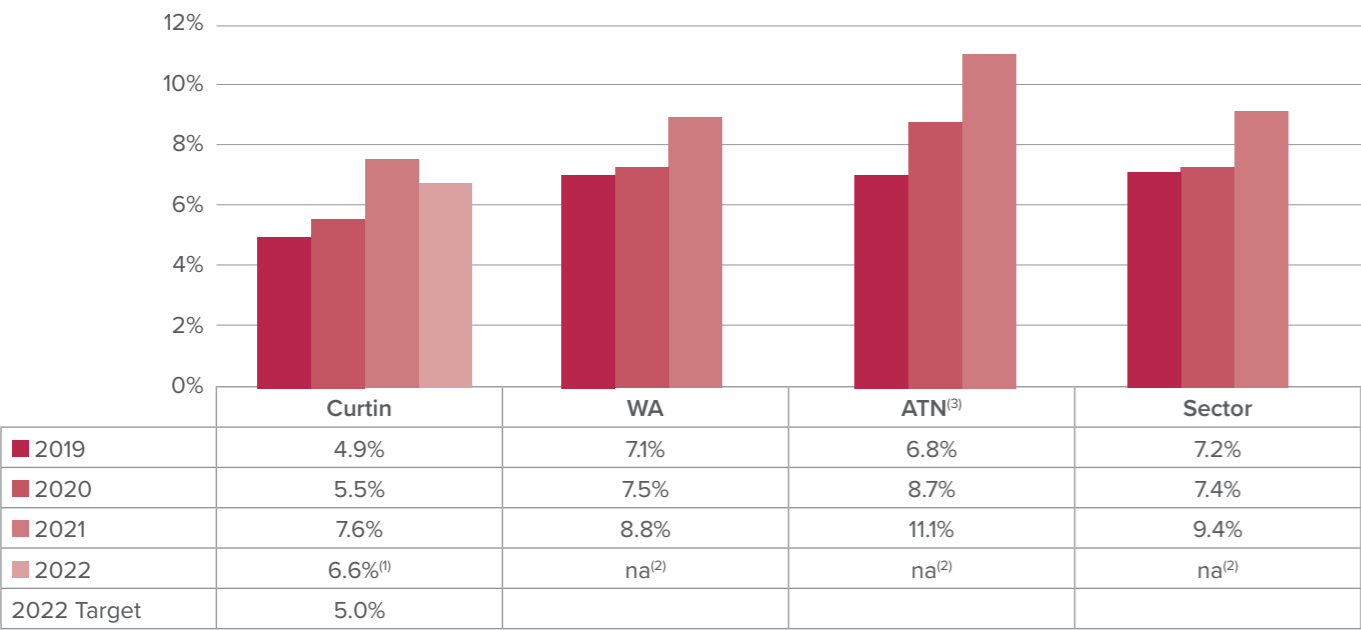
Classification: Effectiveness measure

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

A new indicator in this report which includes all domestic students who have self-reported as having a disability, impairment or long-term medical condition which may affect their studies. Students with disability are measured as a proportion of total domestic enrolments.

Curtin achieved a 6.6 per cent student with disability participation rate in 2022, exceeding the target of 5.0 per cent. A number of initiatives have been implemented within the University to facilitate improved identification of students with disability, along with increased promotion of support services.

Percentage of Total Domestic Enrolments – Students with Disability



Data source: 2019–2021 students with disability student data, DE; Curtin’s internal systems.

Notes:

- (1) The 2022 figure is derived using Curtin’s internal systems and may be restated in the following year once the DE publish the final outcome.
- (2) Benchmark data for 2022 is not available due to timing of data collection and release by DE.
- (3) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.

Research and Innovation

Outcome Component: 5. Research Performance

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

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

Research income is an indicator of the University’s ability to attract research funding in a competitive environment and provides a proxy measure for national and international research performance.

Key Performance Indicator: 5.1 Publications per Research Only/Teaching and Research Staff FTE

Classification: Efficiency measure

Benchmark gauge: ATN universities and the Higher Education sector.

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

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

Publications per research staff FTE improved in 2021, which is consistent with higher research output also seen in sector benchmarks. Curtin’s performance sees it maintain a higher level of per research staff output compared to sector averages and is in line with a research strategy that encourages high quality research outputs. Due to the reporting lag within the sector data is available only up until 2021.

Publications per Research Staff FTE

	2019	2020	2021	2022	2021 Target	2022 Target
Curtin	5.3	5.3	6.3	na ⁽²⁾	4.5	4.5
Average ATN Universities ⁽¹⁾	3.7	3.7	4.6	na ⁽²⁾		
Average Sector	3.0	3.1	3.8	na ⁽²⁾		

Data source: 2019–2021 Publications InCites dataset, Web of Science schema; 2019–2021 Staff FTE data, DE.

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

Notes:

- (1) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.
- (2) 2022 is not yet available due to timing of data collection.

Research and Innovation (continued)

Key Performance Indicator: 5.2 Total Research Income (Category 1 – 4)

Classification: Effectiveness measure

Benchmark gauge: ATN universities and the Higher Education sector.

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

- Category 1 – Australian Competitive Grant R&D Income
- Category 2 – Other Public Sector R&D Income
- Category 3 – Industry and Other R&D Income
- Category 4 – Cooperative Research Centre (CRC) R&D Income

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

As research income data is reported with a year lag, data is only available up to 2021.

Curtin’s research income has continued to increase year-on-year and has also exceeded the 2021 annual target of \$105 million. Increasing research income was also seen in comparative ATN and sector benchmarks, reflecting improved performance in this area nationally. Curtin remained in 11th place nationally for total research income in 2021.

Total Research Income (HERDC Category 1–4)

Total Research Income (HERDC Category 1-4)	2019	2020	2021	2022	2021 Target	2022 Target
Curtin	\$109.1m	\$111.3m	\$125.5m	na ⁽²⁾	\$105.0m	\$110.0m
Average ATN Universities ⁽¹⁾	\$85.9m	\$90.6m	\$104.3m	na ⁽²⁾		
Average Sector	\$109.1m	\$121.6m	\$130.9m	na ⁽²⁾		
All Australian Rank	10	11	11	na ⁽²⁾		

Data source: 2019–2021 Research income data, DE.

Notes:

- (1) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.
- (2) Data for 2022 is not available due to timing of data collection and release by DE.

Research and Innovation (continued)

Key Performance Indicator: 5.3 Completion Numbers – Higher Degree by Research (HDR) Students

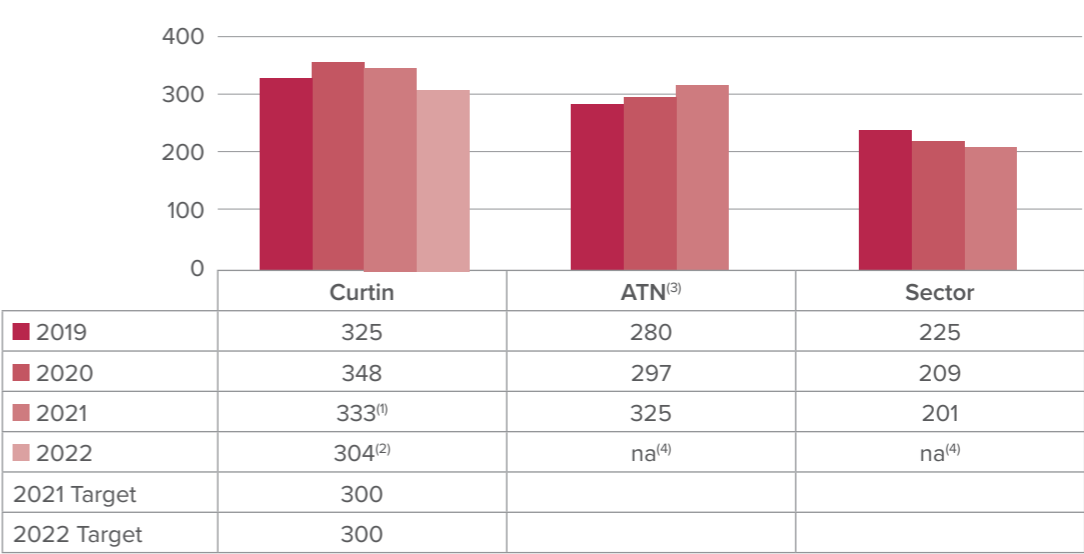
Classification: Effectiveness measure

Benchmark gauge: ATN universities and the Higher Education sector.

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

Curtin achieved a total of 304 HDR completions in 2022 against a target of 300. Historically, Curtin’s HDR completion results have exceeded ATN and sector benchmarks. Benchmarking data for 2022 is not yet available and will be included in next year’s annual report.

Completion Numbers – HDR Students



Data source: 2019–2021 Award course completions data, DE; Curtin’s internal systems.

Notes:

- (1) The 2021 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2022 figure is derived using Curtin’s internal systems and may be restated in the following year once the DE publish the final outcome. Data shows headcount.
- (3) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards.
- (4) Benchmark data for 2022 is not available due to timing of data collection and release by DE..

Engagement and Impact

Outcome Component: 6. Industry Engagement

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

Key Performance Indicator: 6.1 Category 3 and 4 Industry Income and Industry Scholarships

Classification: Effectiveness measure

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

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

As research income data is reported with a year lag, data is only available up to 2021.

Curtin has exceeded its annual industry-related research income target of \$40 million and received over \$57 million for the year due to Curtin’s strong industry partnerships. This result sees Curtin outperform WA, ATN and national averages for this indicator, with improved results noted across the sector.

Industry Income (Category 3 – 4) and Industry Scholarships

Industry Income (Category 3-4) and Industry Scholarships	2019	2020	2021	2022	2021 Target	2022 Target
Curtin	\$31.5m	\$46.8m	\$57.4m	na ⁽²⁾	\$40.0m	\$40.0m
Average WA Universities	\$25.8m	\$33.3m	\$37.1m	na ⁽³⁾		
Average ATN Universities ⁽¹⁾	\$32.7m	\$36.8m	\$38.5m	na ⁽³⁾		
Average Sector	\$38.0m	\$41.8m	\$45.5m	na ⁽³⁾		

Data source: 2019–2021 Research income data, DE; 2019–2021 Scholarship data Curtin’s internal systems.

Notes:

- (1) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards
- (2) 2022 Research income data is unavailable due to timing of data collection and release by DE.
- (3) Benchmark data for 2022 is not available due to timing of data collection and release by DE.

People and Culture

Outcome Component: 7. Staff Engagement

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

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

Key Performance Indicator: 7.1 Staff Engagement Survey Results

Classification: Effectiveness measure

Benchmark gauge: Not applicable

This staff engagement survey is planned to be conducted annually.

Staff Engagement Survey Results

The staff engagement survey was not conducted in 2022, as a decision was made to redesign the survey instrument following staff feedback that it required improvement⁽¹⁾. Following the survey review, an appropriate staff measure will be assessed for inclusion in future reports.

	2019	2020	2021	2022	2021 Target	2022 Target
Overall Staff Satisfaction ⁽²⁾	72.9%	73.1%	69.8%	Not available	75.0%	75.0%

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

Notes:

- (1) The University’s Council have noted that the staff survey is currently under review and endorsed the decision of not conducting the survey in 2022.
- (2) 2019-2020 staff engagement survey results are collected using Curtin’s internal systems and includes all Australian campuses.

People and Culture (continued)

Outcome Component: 8. Diversity and Equity

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

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

Key Performance Indicator: 8.1 Aboriginal and Torres Strait Islander Staff Participation Rate (FTE)

Classification: Effectiveness measure

Benchmark gauge: This indicator is an internal measure and there is no comparable data for benchmarking. It is calculated by determining the proportion of Aboriginal and Torres Strait Islander staff as a part the total staff by full-time equivalent (FTE) figure.

Aboriginal and Torres Strait Islander staff includes continuing, fixed term, sessional and casual staff.

This is a new measure in 2022, replacing the previous indicator ‘Number of Aboriginal and Torres Strait Islander staff and internships’.

Curtin has seen a slight decline in its proportion of Aboriginal and Torres Strait Islander staff as a proportion of total staff in 2022 compared to 2021, and fell short of the 2.3 per cent target. Increasing Aboriginal and Torres Strait Islander staff participation levels remains a key focus for the University, as reflected in the Curtin 2030 Strategic Plan.

Aboriginal and Torres Strait Islander Staff Participation Rate (FTE)

	2019	2020	2021	2022	2022 Target
Aboriginal and Torres Strait Islander staff participation rate ⁽¹⁾	1.7%	1.9%	2.1%	1.9%	2.3%

Data source: 2019–2022 Aboriginal and Torres Strait Islander staff data is derived from Curtin’s internal systems.

Notes:
(1) Includes continuing, fixed term, sessional and casual staff. Figures presented in prior years have been restated as percentages.

Key Performance Indicator: 8.2 Staff Gender Balance

Classification: Effectiveness measure

Benchmark gauge: ATN universities and the Higher Education sector.

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

Curtin’s percentage of women in professional HEW ≥10 positions has remained static over the past several years, with outcomes in 2022 falling short of the annual target range. The percentage of women in Academic Level E positions is experiencing a similar outcome, with little overall change being seen across the previous several years and underperformance against the annual target. Initiatives are underway that are focused on addressing the under-representation of women at senior leadership levels, with Curtin underperforming in this area when compared to ATN and sector benchmarks.

Women in Professional HEW ≥10 Positions

Women in Professional HEW ≥10 Positions	2019	2020	2021	2022	2022 Target
Curtin	44.7%	44.4%	46.4%	44.8%	48%-52%
ATN Average ⁽¹⁾	51.3%	54.5%	55.2%	53.3%	
Sector Average	52.7%	53.3%	54.2%	53.1%	

People and Culture (continued)

Women in Academic Level E Positions

Women in ALE Positions	2019	2020	2021	2022	2022 Target
Curtin	26.9%	29.9%	26.0%	26.9%	29.0%
ATN Average ⁽¹⁾	30.8%	31.9%	33.6%	32.8%	
Sector Average	29.4%	30.5%	30.8%	32.9%	

Data source 2019-2022 data, Australian Higher Education Industrial Association (AHEIA).

Notes:
(1) Deakin joined the ATN in December 2020 and is included in figures from 2021 onwards. The University of Newcastle joined in 2021 and to be included in figures from 2022 onwards

Key Performance Indicator: 8.3 Staff with Disability Participation Rate (FTE)

Classification: Effectiveness measure

Benchmark gauge: This indicator is an internal measure and there is no comparable data for benchmarking. Staff with disability participation is measured by the proportion of staff who have self-identified as having a disability compared to the overall staff FTE level.

Although Curtin has been experiencing a positive trend of increased staff with disability participation within the workforce, the 2022 result of 1.9 per cent participation is behind the target of 2.5 per cent. Curtin continues to focus on identifying ways to improve disability participation, which is reflected in the new Curtin 2030 Strategic Plan and Disability Access and Inclusion Plan 2022-2030.

Staff with Disability Participation Rate (FTE)

	2019	2020	2021	2022	2022 Target
Curtin ⁽¹⁾	1.6%	1.7%	1.8%	1.9%	2.5%

Data source: 2019 – 2022 staff data from Curtin’s internal systems.

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

Global Positioning

Outcome Component: 9. International Reputation

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

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

Key Performance Indicator: 9.1 International Co-authorship

Classification: Effectiveness measure

Benchmark gauge: Higher Education sector.

Comparison of Curtin’s percentage of international co-authorship reflects the level of international engagement of staff with peers overseas. The data is sourced from an external data source, InCites.

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

As international co-authorship data is reported with a year lag, data is only available up to 2021.

Curtin has again exceeded its international co-authorship target, with 66 per cent of total research publications having an international affiliation against a target of 55 per cent in 2022. This strong performance also sees Curtin exceeding the national average for this indicator.

International Co-Authorship

% of International Co-authorship	2019	2020	2021	2022	2021 Target	2022 Target
Curtin	65%	67%	66%	na ⁽¹⁾	55%	55%
Sector Average	61%	63%	62%	na ⁽¹⁾		

Data source: 2021 Publications, InCites dataset, Web of Science schema.

Notes:

(1) 2022 is not yet available due to timing of data collection.

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

Classification: Effectiveness measure

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

The ARWU uses six objective indicators to rank world universities, including the number of alumni and staff winning Nobel Prizes and Fields Medals, the number of highly cited researchers selected by Thomson Reuters, the number of papers published in *Nature* and *Science* journals, the number of papers indexed in Science Citation Index-Expanded and Social Science Citation Index, and the per capita academic performance of an institution. More than 1,800 universities are ranked by ARWU and the top 1,000 are published on the web. Rise in rank indicates the progress of Curtin in attaining leadership in research and education.

Curtin’s performance in the ARWU ranking has seen a slight decline since 2019. In 2022, Curtin declined four positions from 214 in 2021, to 218 in 2022; however has maintained a rank of 9 in Australia.

ARWU Ranking

	2019	2020	2021	2022	2022 Target
World Rank	201-300	201-300	201-300	201-300	Top 200 position
Estimated World Rank	212	211	214	218	
National Rank	9-15	9-15	9-15	9-18	Top 10 position
Estimated National Rank	9	9	9	9	

Data source: 2019–2022 ARWU ranking data, ShanghaiRanking Consultancy; 2019–2022 estimated ranks are calculated by Curtin’s Office of Strategy and Planning using publicly available scores and a factored calculation.

Sustainable Future

Outcome Component: 10. Financial Sustainability

To provide an excellent learning experience that is financially sustainable.

Key Performance Indicator: 10.1 Teaching and Learning (T&L) Expenditure per Equivalent Full-time Student Load (EFTSL)

Classification: Efficiency measure

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

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

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

Teaching and Learning Expenditure per EFTSL

	2019	2020	2021	2022
Teaching and Learning Expenditure (\$’000)	\$644,087	\$638,181	\$604,245	\$606,659 ⁽¹⁾
EFTSL	37,424	37,776	37,449	35,926
Teaching and Learning Expenditure per EFTSL	\$17,211	\$16,894	\$16,135	\$16,886

Data source: 2019–2022 data, Curtin’s internal systems.

Notes:

(1) Service concession arrangements that are unrelated to the costs of teaching and learning have been excluded from the 2022 calculation.

Key Performance Indicator: 10.2 Revenue from Non-Commonwealth Sources

Classification: Effectiveness measure

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

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

Revenue from Non-Commonwealth Sources

	2019	2020	2021	2022	2021 Target	2022 Target
Non-Commonwealth Sources	39.4%	37.9%	36.9%	38.7%	42.0%	40.0%

Data source: 2019–2022 data, Curtin’s internal systems.

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