



## 2025-2026 Mission-Based Compact Between the Commonwealth of Australia and Curtin University

### Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission -Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

### Mission and Strategic Planning

With the launch of the [Curtin 2030 Strategic Plan](#) in 2022, Curtin's 2030 vision is "through partnership, we will make a difference for people and our planet". The Plan is focused on the strategic pillars of People, Planet and Partnership, with priorities across the University appropriately aligned, and performance and progress is referenced in the [Annual Report](#), including selected key performance indicators.

In developing and evaluating learning offerings Curtin examines a range of skills and workforce sources, such as the [Jobs and Skills Australia Occupation Shortage List](#), as well as engaging with employers, to ensure there will be suitable employment opportunities for graduates. This approach has been successful, with Curtin achieving the highest rates of graduate employment outcomes among Western Australia's public universities.

Staff and student safety is protected on campus by the [Safer Community Team](#), who are trained to manage general safety and security issues, in addition to complex welfare and wellbeing issues. The [SafeZone security app](#) is made available to staff, students and visitors and provides options for reporting of emergency and non-emergency situations to qualified security personnel.

Curtin University is committed to enhancing the University's resilience to Foreign Interference (FI) and [protecting its staff and students from these risks](#). Curtin's commitment is detailed within its inaugural Foreign Risk Policy. Curtin is acutely aware of the importance of Countering Foreign Interference (CFI), having dedicated significant resources towards identifying, assessing, and mitigating these risks, including having established its Foreign Risk Management Team (FRMT). Curtin's FRMT has been resourced to conduct specialised in-house open-source due diligence, risk assessment and mitigation for all Curtin's activities and arrangements deemed at increased risk of foreign interference. Protecting staff and students from these risks is demonstrated through Curtin's dedicated efforts to enhance CFI education for all staff and students, with tiered levels of awareness training available and assigned for staff and students dependent on identified threat vector and risk level.

Curtin takes cyber and data security responsibilities seriously, recognising that bad actors seek to access confidential or sensitive information for a range of different purposes. Online security approaches and processes are continually assessed and upgraded as required. The University also engages with wider policy aspects linked to cybersecurity, such as working to and in alignment with the legislative deliverables of the [WA Privacy and Responsible Sharing \(PRIS\) Readiness Plan](#).

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 confirmed that Curtin's Policy was mostly aligned with the Model Code.

A significant development through the Curtin University Enterprise Bargaining Agreement 2022-2025 (EBA) was updating the previous EBA provisions relating to intellectual freedom to align with the Model Code. The current EBA now directly incorporates relevant aspects of the Model Code relating to Academic Freedom and Freedom of Speech.

## Strategies for Improving Equality of Opportunity in Higher Education

The University's strategic plan confirms Curtin's commitment to fostering inclusivity and creating an equitable community, underpinned by improved access, inclusion, and participation outcomes.

Key priorities are to improve outcomes for equity students, supported by our [Student Equity and Inclusion Framework](#). The Framework supports an intersectional approach to student equity in learning, teaching, and research. The primary measure of success for 2025 is domestic equity student participation inclusive of: students with disability and those with first in family; Aboriginal and Torres Strait Islander; rural, regional and remote; and low socioeconomic backgrounds.

Curtin is committed to embedding voices and perspectives of First Nations peoples at the forefront of our decision-making to create an environment in which everyone thrives. Key priorities are to further develop Curtin's Indigenous governance framework and progress opportunities to improve Aboriginal and Torres Strait Islander success. This includes increasing Indigenous leadership positions in all faculties; strengthening Indigenous cultural capabilities amongst all staff; and improving enrolments, retention, and completion for Aboriginal and Torres Strait Islander students. The primary measure of success for 2025 is Aboriginal and Torres Strait Islander student success. Performance against these indicators is reported in the [Annual Report](#).

Curtin's AHEAD program has been expanded to include an innovative range of face-to-face and digital initiatives for high school students aimed at improving aspiration, awareness and academic skills needed for higher education success. This will continue across rural, regional and remote, and low socioeconomic communities, growing where our resources allow.

Building on Curtin's strong relationships in rural, regional and remote Western Australian communities, Regional University Study Hubs, and Suburban Study Hubs will play a key role in supporting success of Curtin students who can access the Hubs. Focused engagement and support services at our Kalgoorlie Campus and the community and industry within the Goldfields-Esperance Region are key to improving enrolment, participation and attainment for [regional students](#).

A significant number of Curtin's equity enrolments study through our online programs. Improvements to this experience to positively impact student outcomes will be a focus in 2025 and 2026.

Implementation of Curtin's [Support for Student's Policy](#) focuses on students at risk of non-completion, a proportion of whom are from equity backgrounds.

Curtin's [Disability Access and Inclusion Plan](#) furthers our focus on inclusive practice, focussing on the embedding of universal design thinking into all of our activities. This will improve the experience and outcomes for students with disability across all interactions with Curtin, and more broadly will benefit all students.

Curtin encourages staff as champions for student equity and provides opportunity to enhance staff capability and inclusive practice knowledge to support equity students to achieve and succeed, through the Student Equity Network and professional learning and training opportunities.

Equity student data and insights are monitored and reported on to the University Council, Senior Executive Team, Academic Board and Learning and Student Experience Committee. This includes monitoring equity student performance in retention, pass rates and completions, satisfaction, and employability.

## Strategies for Improving Teaching and Learning

Curtin prides itself on being a student centric university. The student experience, learning journey and success are at the heart of everything we do, and progress and performance against our strategic objectives is monitored by the Learning and Student Experience Committee of Academic Board.

Students are welcomed with a comprehensive orientation programme designed to ease the transition to university. A range of innovative services are available to support students in their academic and employability success, mental health and wellbeing, leadership development and social impact. All information is freely available on our [Current Students](#) website, including our [Students as Partners](#) approach.

Curtin is focused on continuing to improve student satisfaction, and a program of work is focused on improving the student experience, including student satisfaction and teaching quality. The Student Experience Survey (SES) data is used to monitor our performance.

Proactive measures are in place to identify students who are at risk of non-completion based on well-established indicators. Students are referred to a range of support programs depending on their needs including wellbeing, psychological and counselling services, specialist mentoring, [AccessAbility services](#), academic skills development such as UniPASS and financial or other support. In addition, Aboriginal and Torres Strait Islander students can access a range of support through the [Centre for Aboriginal Studies](#).

At-risk students are proactively managed to address challenges and improve future student performance. Strategies for increasing student engagement include providing timely assessment feedback, monitoring attendance, regular and timely communication to students relevant to critical points in the learning journey.

Curtin is committed to upholding the highest standards of transparency in student admission information and processes, accessible through the [Study Curtin site](#). Prospective students can access all information necessary to make informed decisions about their academic journey. Curtin's [Admissions and Enrolment Policy and Procedures](#) serves as a comprehensive resource, providing the governance for fair and accountable admission processes and practices.

Curtin is unique in its alignment with industry and the work it does with its industrial partners in both research and industry teaching into our programmes. Industry interfaces at many levels and involves teams in Learning Partnerships, Student Success and Community Engagement. Many of our students will have an industry placement or internship as part of their studies. [Volunteering opportunities](#) and [Curtin Extra](#) allow students to develop additional skills outside of their course or degree programme.

Curtin already has a high employment rate at graduation and leads in educational innovation in preparing graduates for the world of work. The [Course Quality Assurance Manual](#) defines Curtin's approach to developing "industry-connected and career capable" graduates. Graduate outcomes are documented in the [Annual Report](#).

Curtin is a global university with campuses in Western Australia, Singapore, Malaysia, Mauritius, Dubai and Sri Lanka. This provides a set of unique opportunities for our students to develop a global vision, gain multicultural experiences, and broaden networks for future career development. Through the development of shared curriculums, exchanges, short courses, and New Columbus Plan (NCP) programs, Curtin is committed to creating channels and possibilities for cultivating global talent.

## Strategies for Improving Research, Research Training, and Innovation

Curtin research is being improved through strategies outlined in the [Enabling Plan for Research at Curtin University 2025-2027](#), with the aim that *Curtin leads research that Australia and our global partners need now and for the future*.

This aim will be achieved through the following priorities:

1. Increasing engagement with, and awareness of, the impact of Curtin research by:
  - a. Increasing awareness of Curtin academics' expertise, innovation and impact among prospective HDR students, researchers and partners
  - b. Increasing awareness of HDR student research among prospective HDR students to build the pipeline
  - c. Increasing Curtin's voice in the national research context
2. Building research quality, capacity and impact by:
  - a. Increasing opportunities for HDR students to connect with researchers and industry
  - b. Enhancing commercialisation capability
  - c. Enhancing support for key industry partners that align with core focus areas
  - d. Strengthening the Research Office's relationship with schools to better understand support required
  - e. Creating shared promotional assets to communicate research capability to industry
  - f. Improving Curtin's national competitive grant success rate
  - g. Integrating research with learning and teaching
3. Improving the processes of research at Curtin by:
  - a. Creating a shared library of templates for greater consistency, efficiency and effectiveness
  - b. Optimising Research Office processes for greater efficiency and effectiveness
  - c. Optimising budget processes for greater efficiency and effectiveness
  - d. Phasing out obsolete research management system for HDR examination
  - e. Improving research processes for global campus network
  - f. Expanding integration of foreign risk assessment mechanisms into research processes
  - g. Streamline Research Initiation Guide to maximise completion rate
4. Embedding Indigenous voices in research
  - a. Increasing awareness of entrepreneurial career pathways for First Nations people
  - b. Building engagement with Indigenous/regional focus
  - c. Increasing research management support tailored to Indigenous HDR students

Curtin has committed to an institution-wide approach to supporting new models of industry collaboration, commercialisation, new business formation and scale-up. This approach has developed over several years, based on the knowledge that it is not one thing that will lead to a paradigm shift, but sustained commitment to a comprehensive and aligned set of support activities.

The University has developed a pipeline of support for commercialisation that starts with shifting culture towards increased commercialisation activity by recognising and rewarding this work. A series of longstanding capability programs provide practical training to develop new technology-based products and services: [Ignition](#); [Accelerate](#); [Kickstart](#); the [Curtin Innovation Awards](#); and [West Tech Fest](#). These programs support the translation of exceptional research outcomes and innovations into new commercial opportunities. Curtin also directly invests in these opportunities that progress through the pipeline and require funding for prototyping and proof-of-concept.

Performance against all abovementioned strategies is measured through the University Council key performance indicators, HERDC income data, and various school and faculty performance measures. Some of these key performance indicators are available in the latest [Annual Report](#).

## Strategies for Engaging with Industry

Curtin has always had a strong connection to industry through teaching, research, and innovation partnerships, building both a sustainable talent pipeline and accelerating cutting-edge innovation.

Curtin works with partners to develop and deliver education experiences focused on building workforce capability and talent pipelines dedicated to the critical needs of our state in both rural and city locations. Researchers and working professionals explore opportunities to support Curtin students across all aspects of their learning journey and career pathway including work integrated learning (WIL), certifications and internships.

Our industry engagement in learning and teaching includes WIL and specialised internship placements, customised professional development programs delivered within organisations, public facing professional learning, microcredentials, masterclasses, industry-university co-designed executive education and graduate courses. These partnerships focus on an enhanced student experience, creating graduates who can adapt to and contribute to their industries and organisations whilst creating mutual value for the University, the organisation, and the communities we operate in.

Curtin's research and development engagement with industry is focused on building long-term relationships for sustained collaboration and innovation, aligning research interests and expertise to maximise the impact of collaborative project outcomes across short-term joint projects and longer-term research alliances. Building upon these partnerships, mechanisms for transferring university-developed technologies to industry for commercialisation and providing resources such as [Ignition \(Curtin Ignition\)](#) and accelerator programs ([Curtin Accelerate](#)) are in place to foster an ongoing culture of innovation and collaboration. Higher degree research internships for our PhD students with our industry partners are a particular focus.

Curtin have partnerships with organisations across many sectors to advance teaching and research, including resources and energy (BHP, Mineral Resources WA, Woodside), telecommunications (Optus, Cisco), employment and human services (APM), technology (Adobe, Amazon), engineering/defence (Babcock Australasia, Huntington Ingalls), health (WA Country Health Services, Telethon Kids Institute, Rural Health West), sport (Fremantle Football Club) and finance (Bankwest). Examples of our deep industry partnerships include:

- [Innovation Central Perth](#), a student/industry co-creation hub exploring the future of technology in education. Developed with Cisco, it has since been replicated in five other Australian cities.
- The [GreenTech Hub](#), a collaboration with 25 organisations, accelerates green technologies through research/industry/government partnerships focused on decarbonisation and sustainability.
- The [Woodside FutureLabs Alliance](#) enables agile, cross-divisional collaboration, linking Woodside operations with Curtin's research and education expertise.



- The Optus-Curtin Alliance provides a framework for responsive collaboration across technology, research and teaching.
- The [MinRes-Curtin partnership](#) brings together Curtin's research capabilities with Mineral Resources' expertise across lithium, iron ore, energy and mining services.
- A [\\$3 million partnership with Draslovka](#) embeds Curtin postdocs and PhD students in industry to commercialise safer mineral extraction processes using glycine in place of cyanide.
- Extended to December 2028, the Curtin-led [Resources Technology and Critical Minerals Trailblazer program](#) has achieved:
  - \$143 million invested from 65 industry partners
  - 56 technology derisking projects
  - 5 protoventures via Curtin Venture Studio

SIGNED for and on behalf of

In the presence of:

THE COMMONWEALTH OF AUSTRALIA

by

**Jessica Mohr**

**Rachel Searl**

Full name (please print)

Witness (please print)

**First Assistant Secretary**

**Executive Officer**

Position

Position or profession of witness (please print)

of the Department of Education

Signature

Signature

01/12/2025

Date

SIGNED for and on behalf of

In the presence of:

Curtin University

by

**Harlene Hayne**

**Rachael Clark**

Full name (please print)

Witness (please print)

**Vice-Chancellor**

**Executive Assistant**

Position

Position or profession of witness (please print)

Signature

Signature

Date: 13 November 2025