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 our staff.

As we move into the next exciting phase of our journey, our focus will be on delivering excellence.

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 our improvements in international university rankings. We will seek to retain our areas of strength, at the same time as 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 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. On our Bentley campus, the Greater Curtin development will play a critical role in helping us to further intensify our linkages with industry, business and the broader community. At the same time, on our Malaysia campus, investments in new biotechnology and engineering infrastructure will create fresh opportunities for collaborative, research and industry engagement.

I commend Curtin’s Strategic Plan 2017-2020 to our students, our staff, our alumni and our partners. As we prepare to celebrate our first 50 Years of Innovation, this plan will serve as a clear roadmap as we seek to deliver excellence and position ourselves for future success.

Professor Deborah Terry
As Curtin heads towards 2020, we will position ourselves 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.

MISSION
Transform lives and communities through education and research.

2030 VISION
A recognised global leader in research, education and engagement.

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.

2020 POSITIONING
Secure our position as a leading global university, in the top 200 globally and the top 10 nationally.
Lead in educational innovation and prepare graduates for the future

OUR 2020 COMMITMENT

Our aim is to provide educational experiences that are individually rewarding and memorable, combining academic rigour with stimulating co-curricular activities.

New technologies are changing the way students learn and access knowledge. We will embrace this changing environment, delivering flexible and personalised educational offerings across on-campus, digital and blended delivery modes.

Regardless of location, we will provide our students with seamless, high quality experiences, underpinned by innovative curriculum design and new teaching approaches.

We will build on our deep collaborations with industry to help our students develop the skills that will be so important to their ongoing professional and personal development, such as leadership, creativity and entrepreneurship. In addition, we will continue to offer international experiences that will develop their intercultural competencies and global perspectives.

We are proud to have a diverse student body, and our strong commitment to inclusiveness will remain a focus. Our goal is to be the university of choice for high achieving and highly promising students from all backgrounds. We will welcome students through multiple entry pathways, providing accelerated entry opportunities and scholarships.

Recognising the demand for lifelong learning, we will shape our postgraduate offerings to be responsive and flexible to meet individual and industry needs and to strengthen our postgraduate profile.

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

STRAIGHT OBJECTIVES

Deliver a seamless, responsive and innovative digital environment.

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

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

Lead in curriculum design and new learning and teaching approaches.
Deliver excellence and impact in research and innovation

OUR 2020 COMMITMENT

We will deliver on our research strengths at the same time as recognising the growing importance of interdisciplinary research and the need to broaden our research base. We will remain a highly collaborative university, supporting partnerships across faculties, campuses and external institutions and ensuring that our research and teaching activities are closely linked.

As a university with an established reputation for innovation, we are strongly positioned to capitalise on the global innovation agenda. This changing landscape will influence funding pools for grants and infrastructure, shape priority areas, influence research training models and encourage collaborations.

Knowledge exchange and co-creation will be a major focus. We will explore partnerships with other universities, governments, and commercial and non-corporate industries, both locally and globally, to strengthen our capacity for knowledge transfer and commercialisation.

We will encourage a strong performance culture, underpinned by good infrastructure planning and a commitment to attracting and retaining talented staff. We will ensure our early career researchers are able to navigate diverse careers at Curtin.

Our strong research profile will attract high calibre postgraduate research students. Our distinctive postgraduate research options, including a new PhD framework shaped by international and industry partners, will prepare our students for careers in both industry and academia.

STRATEGIC OBJECTIVES

- Support, profile and build scale in key areas of research strength.
- Identify and enable areas of emerging research capability.
- Foster a strong performance culture for research, enhanced by analytics and targeted support programs.
- Improve our postgraduate research outcomes and establish an innovative Curtin PhD framework.
- Secure our position and deepen our capability in knowledge exchange and commercialisation.
Make a difference globally through engagement and partnerships

OUR 2020 COMMITMENT

Universities contribute hugely to social and economic prosperity by engaging broadly with their local and global communities. We will continue to engage through our public facilities and activities, such as the John Curtin Gallery, the John Curtin Prime Ministerial Library and our major public lectures. We will also strengthen our major collaborative partnerships in order to engage with our communities and to provide rich opportunities for our students and our researchers.

As a knowledge leader, we will take engagement with our government, industry and corporate partners to a new level. Leveraging our city presence will be critical, as will a focus on ensuring that we are seen as a collaborative and accessible partner of choice, both locally and internationally.

More broadly, our goal is to ensure that our reputation and profile aligns with our strengths and our achievements. We will use our 50 year anniversary to secure our position globally. At the same time, we are committed to having clear and sustainable strategies in place to deliver benefits to regional Western Australia.

Beyond the anniversary, it is important that we build our capacity to engage with our alumni in ways that will engender their ongoing loyalty and support.

ENGAGEMENT AND IMPACT

Strategic Objectives

- Enrich our local and global communities through knowledge leadership and collaborative partnerships.
- Develop and pursue a clear and sustainable regional Western Australia strategy.
- Strengthen our profile as an industry-facing and industry-embedded university.
- Intensify alumni engagement, build advancement capability and increase philanthropic support.
- Strengthen our global reputation.
Empower our staff to lead as part of a strong, values-led organisation

OUR 2020 COMMITMENT

We want to inspire staff to share Curtin’s vision of becoming a leading global university and to proudly work with us to achieve that goal.

To excel in teaching, research and engagement at a global level, we need to create opportunities for all of our staff - whatever their role or level - to develop their personal and professional leadership skills, to embrace change and innovation, to connect with industry and to continually strive to improve performance.

We will provide development and support services that will enable our people to flourish and we will demonstrate strong, values-driven leadership that builds trust across the University, modelling our values of integrity, respect, courage, excellence and impact.

Curtin is a large, culturally diverse university spread across multiple campuses and countries, with many others joining us online. To connect us across these diverse locations, we will provide work and study environments that are inclusive and collaborative.

Over the next four years, we will continue to improve employment experiences and outcomes for all staff, built on our already well-embedded principles of fairness and respect; in particular, we will aim to markedly improve gender equity and Indigenous inclusion.

Curtin is committed to providing a safe and welcoming environment for all staff and partners.

PEOPLE AND CULTURE

STRATEGIC OBJECTIVES

- Create a global, collaborative and connected workforce.
- Empower staff at all levels to lead, innovate and strive for excellence.
- Strengthen values-based leadership.
- Improve gender and Indigenous equity.
Secure Curtin’s position as a leading global university

OUR 2020 COMMITMENT

As a leading global university, all of our campuses will be viewed as equally important. Connections and collaborations across locations will become embedded in our day-to-day practices and our operating philosophy.

In response to increased international student mobility and demands for higher education, we will have a comprehensive global market strategy to ensure we remain a university of choice for international students – whether they choose to enrol in Australia, at our offshore campuses, or engage with us online.

We will balance the traditional focus on international student demand with a new model of collaboration that will see us engaging with universities, governments, industry and other organisations for the betterment of communities worldwide.

In this new landscape, we will develop long-term institutional partnerships and alliances, explore new and emerging markets and support our staff and students to have international learning experiences.

We will seek new teaching and research relationships with high-achieving universities, as well as building links with existing partners and networks to benefit both staff and students.

Curtin’s future alumni engagement will reflect this global perspective. We have alumni spanning many countries, providing a strong foundation for the development of a global network that will encourage our alumni to be engaged with us for life.

STRATEGIC OBJECTIVES

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

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

Support a worldwide network of alumni.

Leverage our global presence to provide enhanced learning experiences for our students and developmental opportunities for our staff.
Embed a business model that supports our strategic ambitions

OUR 2020 COMMITMENT

To meet our goal of being a top 200 university, our teaching, research and engagement must be supported by appropriate resourcing, infrastructure and leadership. We need a business model that allows us to embrace innovation and respond to key external drivers and risks.

This more resilient business model will bring different services, operating methods and revenue sources, providing us with a sustainable margin to reinvest in our operations. The increased trend for philanthropic investments will, for example, see us engaging in focused advancement activities in order to secure additional support for the University.

We want all of our campuses to be vibrant and welcoming places for the broader community to engage with us across a range of academic, entrepreneurial and commercial activities.

The Greater Curtin masterplan shows us the way forward, providing a vision for deep engagement and collaboration with industry and other end-users. We will also ensure that we provide the physical and digital infrastructure we need to support our strategic ambitions.

A culture of continuous improvement will be critical to our future success. We need to understand how successful organisations respond to change and we need to support our staff and partners to embrace the opportunities this presents and, where appropriate, to reprioritise their activities.

STRATEGIC OBJECTIVES

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