



Curtin University



# ***Curtin 2030***

**STRATEGIC PLAN**

# Curtin's journey to 2030

## **Curtin's strategic journey reflects the opportunities and challenges we have faced over many decades.**

Our successive strategies have provided clear focus on the transformation we have needed to develop Curtin into the great university that it is today. In our Strategic Plan 2013-2017, we strengthened our position as a research-intensive university by focusing on research excellence, and innovating our teaching and learning environments to provide a technology-enhanced experience for our students. During this time, we launched the Curtin's Medical School and Law School, developed our first Massive Open Online Courses delivered through the edX platform, and reshaped the educational experience through the introduction of the flipped classroom model. Curtin's focus in 2017-2022 shifted to our global positioning, and we further developed capabilities at our global campuses around the Indian Ocean Rim by opening the Curtin Dubai Campus, and growing our research culture at our campuses in Malaysia, Singapore and Mauritius. In Perth, we launched the Exchange precinct, expanding our residential capacity and campus amenities for future growth. We now need to take another strategic step towards 2030 as we focus on student experience and making a difference for our people, the planet, and our partnerships.

The Curtin community has demonstrated its resilience, courage, and kindness in the face of multiple global challenges, and these virtues will continue to help the University to thrive in the future. Curtin heads into the journey to 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-embeddedness.

Curtin University is a vibrant young university with a growing global presence and dedication to making a positive difference through teaching, research and engagement. Curtin is known for a culture that embraces the future through innovation, graduates who are career-ready and highly sought after, and for strong, enduring partnerships with students, industry, and communities. Curtin offers an experiential learning experience for its students, and celebrates the critical thinking and ethical leadership of its graduates and alumni community all over the world. Led by strong values, Curtin embraces diversity and inclusion to facilitate a sense of belonging.

Curtin will continue its commitment to reconciliation, actively partnering with First Nations people, and raising their voices and perspective to enable new ways of working together. Curtin is committed to the Uluru Statement from the Heart, and aspires to create a better future for all Australian people through Voice, Treaty and Truth.

Creating a better place for our people and future generations and protecting our planet is a key focus area for Curtin in the journey to 2030. Curtin will strengthen its commitment to sustainability globally by engaging its network of campuses around the Indian Ocean Rim to connect students, staff, and partners as we work together to solve the challenges facing our communities. Looking forward, Curtin must continue to strengthen its teaching and research culture across all academic disciplines to increase global impact.

Curtin will seek to transform the experience for staff, students, our partners, and the broader community, and through the implementation of Curtin 2030, the University is committed to working in partnership to make a difference for people and our planet.

## **Our Namesake: John Curtin**

***"...above all things, the University must have a soul. In it the divine spirit of service, and sacrifice for service, must pervade all its works"***

*-The West Australian, The Views of Labour, 16 April 1932*

John Curtin was the son of working-class Irish immigrants, and he was born and raised in Victoria, Australia. He experienced poverty and social unrest, but despite life's challenges, he became recognised as one of Australia's most admired Prime Ministers.

John Curtin was born in 1885 and was the eldest of four children. Due to his father's ill-health when John Curtin was just five years old, the family faced impoverishment for nearly a decade. John Curtin left school at thirteen to support his family, and worked in a series of jobs before becoming involved in politics in the early 1900s.

John Curtin went on to become an active Australian Labor Party (ALP) member, and demonstrated strong leadership in 1914, as he sought to implement measures to prevent war. He went on to become the ALP national parliamentary leader in 1935.

John Curtin's courage led a fundamental shift in the way Australian's regarded themselves and their country's place in the world. He was a testament to positive change, and how we can all make a difference for generations to come. Today, John Curtin is regarded as one of Australia's most successful leaders and a great hero, and Curtin University are proud to follow in his footsteps.

***"The university should find its heroes in the present, its hope in the future."***

*-John Curtin*



## ACKNOWLEDGEMENT OF COUNTRY

*We acknowledge First Nations Peoples of this Country and pay our respects to Elders past, present and future. We deeply respect their cultural, spiritual and educational practices and aspire to learn from their ways of working. We are honoured and grateful to have the privilege to maintain campuses on Whadjuk and Wungatha Country.*

# 2030 Vision, Values and Strategic Framework

## 2030 VISION

Working in partnership we will make a difference for people and our planet.



► Staff at Curtin Perth campus



► Students in the Medical School at Curtin Perth campus

# STRATEGIC FRAMEWORK

## CURTIN 2030



► Students at Curtin Perth campus

### **INTEGRITY**

To act ethically, honestly and with fairness.

### **RESPECT**

To listen, value and acknowledge.

### **COURAGE**

To lead, take responsibility and question.

### **EXCELLENCE**

To strive for excellence and distinction.

### **IMPACT**

To empower, enable and inspire.

# People

Our strategic theme People focuses on our students, staff, alumni, and local communities in which we operate. A key element of this theme is the experience people have in their engagement with Curtin, and the positive difference it makes to their lives.



► Students from Curtin Perth participating in Colour Me Rad



► Students at Curtin Singapore campus



► Students at Kalgoorlie campus



► Staff member at Curtin Perth campus



► Students at Curtin Dubai campus



The student experience is central to Curtin's 2030 aspiration. Studying at Curtin will include an engaging, high-quality learning experience supported by a variety of extracurricular activities designed to help prepare our students for their lives and careers. Students will have opportunities for experiential learning experiences delivered through work-integrated opportunities and research-based projects, that will build skills needed to succeed in their future careers. Curtin's graduates and alumni will be global citizens, critical thinkers and ethical leaders who are ambassadors for the University, and the values it espouses, as Curtin graduates are equipped with the transferable skills and cultural competencies needed to succeed in the future and make the world a better place.

A university experience can make a transformational difference to lives and communities, and Curtin's aspiration is to ensure that students feel valued and confident that their education is a stepping-stone to a more secure future. As a values-based university, our engagements and experiences are underpinned by our values, and we inspire others to become equity champions that promote diversity, inclusion, and a sense of belonging. Curtin's commitment to fostering inclusivity and creating an equitable community will be underpinned by improved access, inclusion, and participation to enable positive outcomes.

Curtin will continue to deepen its well-established culture of innovation, strengthen its health and safety culture, and above all, be led by our values. The Curtin staff experience will be aspirational, meaningful, and rewarding, and our staff will feel empowered and supported to make a difference. Working at Curtin will include opportunities for development and community engagement.

## Strategic objectives

- **Student Experience:** Deliver a sector leading student experience that builds aspirations, fosters critical thinking, nurtures ethical leadership, and creates life-changing memories.
- **Staff Engagement:** Cultivate a culture and working environment that provides an inspiring, rewarding, and meaningful experience for staff so that they can deliver world-class teaching and a sector leading student experience.
- **Community Belonging:** Develop our people to champion diversity, inclusion, and belonging to make a difference to our communities.

# Planet

Our strategic theme Planet focuses on continuing Curtin's journey as a global university, and strengthens our commitment to social good, sustainability, and global impact.



► Curtin student undertaking geology research



► Students having an On Country experience



► Students at Curtin Malaysia campus







► Students exploring crop fields at Curtin Perth campus



# PLANET



The United Nations Sustainable Development Goals will help to shape Curtin’s curriculum design and delivery, research investment, and outreach initiatives. Our success will also be measured through the impact we have at a local, national, and global level. Curtin will provide global engagement opportunities for students, staff, alumni, and partners through leveraging our network of global campuses.

Curtin is committed to creating sustainable operations that help to protect our planet. Energy transition and a reduction in our carbon footprint are key areas of focus for Curtin as we look to the future, as well as reducing food waste, and protecting water resources. Curtin will be a key player in empowering others to follow suit and transition to more sustainable business practices, and will support Government to achieve its commitment to climate change.

Curtin has a unique opportunity to act locally while influencing global change through its campuses encircling the Indian Ocean Rim, along with its commitment to research collaborations, learning opportunities, and community engagement. Curtin will continue to build research capability to make progress on challenges that face humanity over the coming decades, and we will continue to enhance sustainability and global experiences across all Curtin campuses to protect our planet, improve the quality of life, and enhance the student experience.

## Strategic objectives

- **Social Responsibility:** Strengthen our teaching, research, and outreach activities that support the United Nations Sustainable Development Goals to develop a sustainable future for all.
- **Sustainable Operations:** Prioritise our own operational activities to significantly reduce our carbon footprint, food waste, water usage, and help others do the same.
- **Global Impact:** Strengthen our position around the Indian Ocean Rim by developing further opportunities for learning, research and community engagement at our global campuses.

► Students at Curtin Mauritius campus

# Partnership

Our Partnership theme focuses on working in partnership with students, alumni, communities, industry, and other stakeholders to make a difference. Curtin seeks to extend its ways of engagement to nurture relationships that enable value creation for our partners and the University, and will ensure that we develop solutions which make a real-world difference to solving global challenges.



► Student at Curtin Perth campus



► Inspector Jodie Pearson with Associate Professors Vidy Potdar and Amy Tian

Curtin will continue to work with industry and government as partners to grow the global impact of our research, and to help identify opportunities that solve problems of global significance. Curtin will leverage its innovative culture and interdisciplinary expertise to continue to share knowledge and create new knowledge for the benefit of our planet. Curtin will also facilitate opportunities for our students to enrich their learning, and enable them to actively contribute to sustainable community outcomes.

In 2008, Curtin was the first Australian university to develop a Reconciliation Action Plan (RAP), and Curtin is continuing to explore new ways to implement and support our ambition to lead the way in advancing reconciliation and contributing to an Australian society that values and respects Aboriginal and Torres Strait Islander culture and heritage as a proud part of a shared national identity. We will continue to strongly support the Uluru Statement from the Heart, and walk with Aboriginal and Torres Strait Islanders for a better future. We will continue our commitment and seek to facilitate significant progress through elevating the voices and perspectives of our First Nations people. Curtin will foster strong partnerships with its First Nations students, staff, and communities to embed new ways of working together, and approaches to decision-making, to ensure everyone thrives.

Curtin will continue to deepen its collaborative approach to partnerships, in addition to its well-established culture of innovation. Through partnership, Curtin will connect our staff, students, alumni, and partners to progress commercialisation and entrepreneurship opportunities.

## Strategic objectives

- **First Nations Voices and Perspective:** Embed voices and perspectives of First Nations peoples at the forefront of our decision making to create an environment in which everyone thrives.
- **Strong Relationships:** Create strong, meaningful relationships with external stakeholders, driven by our culture of innovation, thought leadership, and action to make a difference.
- **Community Outcomes:** Create new partnerships that deliver real engagement and outcomes for our local and global communities, and enhance opportunities for students.



► Staff members at Curtin Perth campus



► Students using facilities at Innovation Central Perth located at Curtin Perth campus



► Staff and students at Curtin Perth with Premier Mark McGowan celebrating the launch of Binar-1



► Staff in the John Curtin Gallery at Curtin Perth campus



► Students graduating at Curtin Perth campus

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