

ECU Strategic Plan 2017-2021 World Ready





Contents

A message from the Vice-Chancellor	4
Our vision	5
Our purpose	5
Our values	5
Our approach	7
Theme 1 Dedicated to our students	8
Theme 2 Connecting with our community and the world	8
Theme 3 Building strategic partnerships and collaborations	8
Theme 4 Fostering strong alumni relations	8
Theme 5 Promoting equality, diversity and social responsibility	8
Our strategic goals	11
Strategic Goal 1: Enhancing learning and teaching	12
Objective 1 Teaching that inspires	13
Objective 2 Transformative learning experiences	13
Objective 3 A globally relevant and innovative curriculum	13
Objective 4 Improved learning outcomes and career readiness	13
Targets for enhancing learning and teaching	13
Strategic Goal 2: Advancing research and knowledge translation	14
Objective 5 Growth in research capacity and culture	15
Objective 6 Extensive research collaboration	15
Objective 7 Increased knowledge translation	15
Objective 8 Growth in research training	15
Targets for advancing research and knowledge translation	15
Strategic Goal 3: Growing internationalisation	16
Objective 9 Growth in international enrolments	17
Objective 10 Strong partnerships and international relations	17
Objective 11 Global education delivery	17
Objective 12 An internationalised student experience	17
Targets for growing internationalisation	17
Strategic Goal 4: Ensuring organisational sustainability	18
Objective 13 High-performance culture	19
Objective 14 Service excellence	19
Objective 15 Infrastructure that supports our goals	19
Objective 16 A strong financial base	20
Targets for ensuring organisational sustainability	20
Our commitment to the Strategic Plan	21
Summary of targets	22

A message from the Vice-Chancellor



It is my privilege to present the ECU Strategic Plan, 2017-2021.

Edith Cowan University (ECU) is a young and progressive university with a strong reputation for excellence in teaching and state of the art facilities. Our dedicated teachers and researchers develop and impart knowledge that transforms the lives of, not just the individuals who study with us, but also the lives of people in communities around the world.

ECU is an ethical and responsible organisation with strong values that are owned and demonstrated by the whole University community. These values influence *how* we work and flow to the University's commitments on societal issues such as reconciliation, gender equality, opportunities for disadvantaged people and reducing our impact on the environment.

ECU's 25th anniversary is an important milestone in the progress of our university. Our new Strategic Plan plots an achievable, yet ambitious, path over the next five years. This Plan articulates a set of strategic goals and objectives that build on our many achievements in teaching and research and when implemented, will help to grow the University's reputation further.

The process for developing this Strategic Plan has been robust, consultative and intellectually stimulating, and I thank staff, students, Council members and external representatives for their time and commitment to this work.

If we are successful in its implementation, then by 2021 our research-active staff will have grown significantly in number, our international and national research collaborations will be much stronger, and the quality and volume of our research outputs will be considerably higher.

This will lead to improved recognition of ECU internationally. In the next five years, I want to see ECU in the top 100 of the *Times Higher*

Education (THE) 150 universities under the age of 50 – ECU is currently 120th. We also want to be in the top 500 of the *THE* World University Rankings – in 2016 we are in the 501-600 bracket, placing us in the top 5% of universities worldwide. These international university rankings are prestigious, and widely referenced, and as such, give an indication of the overall reputation of ECU.

A focus on research will not be at the expense of our teaching quality. The ECU learning experience is one of the best in Australia: our graduates consistently score us highly on national surveys and we will continue to offer our students a stimulating and supportive learning experience, with more flexible study options and better use of current and emerging technologies. Our teaching will continue to be contemporary and led by research and scholarship.

I want more people to enjoy this learning experience by growing domestic and international student numbers on our Australian campuses. ECU will also contribute to the education of overseas students in their home countries. By 2021 I expect us to have established at least one overseas campus, focusing on programs in our strongest disciplines, such as education, health and the performing arts.

I am immensely proud of ECU and our talented and hard-working students and staff, actively supported by our Council. Through our combined efforts in progressing the objectives set down in this Strategic Plan, I look forward to leading the continuing transition of ECU to a highly respected university, with world ready graduates and leading edge research.

Professor Stephen Chapman CBE
Vice-Chancellor, October 2016

Our vision

ECU's vision is to be recognised for our world ready graduates and leading edge research

Our purpose

ECU's purpose is to transform lives and enrich society through education and research

Our values

What we do at ECU, and the way we interact with others, is underpinned by the following four values.

All students, staff and Council members are expected to embrace these values in the conduct of their work, study and service to the University and in their interactions with our external partners.

- **Integrity** – being ethical, honest and fair
- **Respect** – considering the opinions and values of others
- **Rational Inquiry** – motivated by evidence and reasoning
- **Personal Excellence** – demonstrating the highest personal and professional standards



Our approach

ECU has identified five strategic themes that guide our endeavours at all levels and are enduring statements of *how* we work. They act as continuing reminders of the ethos of the University, and the way we set ourselves apart from other universities. These strategic themes will influence our approach to the achievement of our strategic goals over the term of this Strategic Plan, so that growth and change builds on the firm foundations of our current strategic position and past successes.

ECU has a much-envied reputation as a university that provides one of the best learning experiences for our students. This reputation for excellence in teaching has not been achieved by chance; it reflects the value that we place on our students and the way we interact with them. ECU is an outward-facing university that highly values its connections with a wide-range of external organisations to deepen the impact of our work. We recognise that our reputation is built on the productive relationships we have with our students and with business, industry, the professions, governments, universities, communities and alumni; sharing knowledge for mutual benefit.



Teaching excellence

ECU has been rated five stars for teaching excellence, eight years in a row (*Good Universities Guide 2010-2017*).

Theme 1 Dedicated to our students

ECU is committed to providing our students with the very best learning experiences, by offering transformative learning opportunities, undertaken as part of a community of learners. Our graduates are global citizens with much to contribute to the cultural life, society and economy of the places in which they live and work, using the skills and knowledge acquired during their time at ECU.

We understand that our students are individuals with differing needs that may change during the course of their studies with us. ECU's supportive learning environment provides a wide range of opportunities and services to help all our students to reach their full potential.

During the term of this Strategic Plan we will continue to focus on the student journey and we will develop new flexible and personalised learning experiences.

Theme 2 Connecting with our community and the world

ECU connects with our wider - increasingly global - community to ensure that our teaching and research remains relevant and responsive to the real world experiences of our local, regional, national and international communities.

We work with other education providers, both locally and internationally, to build partnerships for creating and exchanging knowledge and for the articulation of domestic and international students into higher education.

We also work extensively with high schools in our campus catchments, to build aspirations for university and to encourage people from under-represented groups to consider higher education as part of their career and life journey.

ECU plays an active role in the intellectual and social life of the wider community, by making our resources and expertise widely available to the public. ECU hosts public lectures, research showcases, film screenings, cultural celebrations, fun-runs, citizenship ceremonies, exhibitions and performances.

During the term of this Strategic Plan we will play a leading role in sharing knowledge to promote public understanding of higher education teaching and research and by offering ECU's excellent teaching experiences to an increasingly diverse range of learners, locally, regionally, nationally and internationally.

Theme 3 Building strategic partnerships and collaborations

ECU knows that strategic partnerships and collaborations are crucial to our long-term success. We will continue to build partnerships and collaborations – both at home and internationally – with business, industry, the professions, governments, other universities and research groups. Through these collaborations we will ensure that our curriculum continues to be relevant, and that our research translates successfully to practice and innovation.

During the term of this Strategic Plan we will develop new University-wide approaches to external partnerships that enhance our capacity and competitiveness and embed good practice, in order to deliver real value to our partners and grow the reputation of ECU.

Theme 4 Fostering strong alumni relations

ECU is extremely proud of our alumni and the positive contributions they make to their communities in all parts of the world. We will continue to showcase their many achievements to build our reputation for educating and developing world ready graduates.

We will also continue to foster strong relations with our alumni and encourage them to support their alma mater through philanthropic donations and by mentoring current students and recent graduates with practical advice and support, such as careers advice and by offering opportunities for internships, cadetships and practicums.

During the term of this Strategic Plan we will build foundations for life-long relationships with our alumni and develop an integrated philanthropic program, to provide tangible ways for alumni and industry to support ECU.



Motorsport team races into the top 10

Edith Cowan University Motorsport Team placed 10th out of 135 teams from 33 countries at the Formula Student event at Silverstone in the UK, and was awarded best engine design by the Mercedes Formula 1 judges. Enrolment in ECU's technology and engineering courses has grown by 600 per cent since 2007.



Theme 5 Promoting equality, diversity and social responsibility

ECU has a long-standing commitment to widening participation in higher education, by providing opportunities for all talented and suitably motivated people to study with us. Our entry pathways and supportive student experience encourage all people, including those from under-represented groups, such as those from low SES backgrounds; Aboriginal and/or Torres Strait Islanders; people with disability; and people from regional and remote areas, to access and to succeed at university.

We connect with Aboriginal and Torres Strait Islander communities to promote reconciliation, through programs that build cultural understanding, provide educational and employment opportunities and inspire our communities and our partners to play their part. ECU's vision for reconciliation is articulated in the *ECU Reconciliation Action Plan, 2015-2018*.

ECU has a strong commitment to achieving gender equality as an educator and an employer.

We know that it delivers social and economic benefits, and that limited diversity and inclusion means limited innovation, creativity and productivity. Gender equity policies and practices as they relate to staff and students will be a concerted focus for ECU in the next five years. As part of this work, we will seek to achieve Athena SWAN accreditation (institutional Bronze award, four year validity) in 2018.

We are a socially responsible organisation and we are exemplars in our community for sustainable practices. Our environmental performance is better than sector average benchmark indicators for waste to landfill, water use and energy consumption. We will continue to monitor closely our environmental performance and look for further improvements.

During the term of this Strategic Plan we will advance our vision for reconciliation, promote and progress equality of opportunity and pursue ways to further reduce the environmental impact of our campuses and our activities.



Addressing gender inequity

ECU is an inaugural member of Athena SWAN in Australia, working to address gender imbalance in STEMM.



Our strategic goals

Our strategic goals will enhance excellence in: learning and teaching; research and knowledge translation; internationalisation; and organisational sustainability.



“Cyber security has rapidly developed in both importance and relevance over the last 20 years and **ECU has had the leadership to develop cyber security as a core capability**. This was formalised in 2012 with the formation of the ECU Security Research Institute. We have ongoing partnerships with major industry, government and academic partners, and are the leading institution responsible for the development of Australian Cyber Security Research Institute that brings together academia, industry and government to research cyber security issues for Australia.”

Professor Craig Valli
Director ECU Security Research Institute



ECU's Western Australian Academy of Performing Arts is a beacon for attracting and developing performing arts talent.

Strategic Goal 1: Enhancing learning and teaching

Our university has a strong tradition of high quality teaching: students and graduates have for many years recorded high levels of satisfaction with their learning experiences at ECU. The University will maintain this focus on the student experience and teaching excellence, and will use contemporary learning technologies in innovative ways to enrich students' learning experiences. Our learning settings will develop students' capabilities for interactive and personalised learning.

Good employment outcomes are fundamental to the wellbeing and livelihood of the graduate and the communities they contribute to. ECU will maintain its focus on improved career-readiness for our graduates, through teaching that focuses on personal capabilities and opportunities for work-integrated learning and international experiences.

"My study experience at ECU has been outstanding. I'm based at Joondalup Campus, which is clean and modern, and what I always pictured university to look like."

Joshua Bartholomeusz
ECU Teaching student



Objective 1 Teaching that inspires

ECU will maintain the exceptional quality of its teaching and teaching staff, with actions to:

- 1.1 continue to recognise and support quality teaching and innovation, and develop an accessible and transparent promotion pathway for teaching-focused Academic staff
- 1.2 extend professional development in support of life-long learning, to maintain teaching skills, teaching qualifications and skills in learning technologies for Academic staff
- 1.3 provide a greater emphasis on collaborative working, across disciplines and schools, and between the teaching and research domains
- 1.4 implement enhanced quality assurance measures for student outcomes, including benchmarking

Objective 2 Transformative learning experiences

ECU will continue to provide excellent learning experiences that motivate and inspire and are inclusive and focused on the needs of our students, with actions to:

- 2.1 develop flexible and personalised ways of learning through contemporary course design and technology-enhanced learning experiences
- 2.2 develop an additional focus on retention strategies for commencing students, including induction, acclimatisation and peer mentoring
- 2.3 develop programs for online delivery, wholly and in blended mode, through the implementation of a compelling and accessible online platform
- 2.4 engage with online students and provide new ways for those students to connect and collaborate, to ensure their learning experience is equivalent to those studying on-campus
- 2.5 improve the vibrancy of our campus life, through partnerships with the ECU Student Guild and other partners

Objective 3 A globally relevant and innovative curriculum

There will be a renewed focus on a curriculum that is outcomes-driven and learner-focused, with actions to:

- 3.1 increase the emphasis on graduate readiness for careers and further study
- 3.2 provide increased opportunities for student mobility (overseas study)
- 3.3 increase collaborations with industry and the professions in course development and design, review and renewal, and delivery and assessment, including through benchmarking
- 3.4 increase research knowledge and coverage of contemporary issues in courses, so that graduates are better able to contribute in their workplaces and build their careers

Objective 4 Improved learning outcomes and career readiness

There will be additional emphasis on improving outcomes for our graduates, with actions to:

- 4.1 extend Work Integrated Learning opportunities with business and industry partners and further extend internship and volunteering opportunities
- 4.2 embed career development, interpersonal skills, leadership, service and employability skills in the curriculum
- 4.3 grow ECU's visibility with employers of our graduates and develop deeper connections with those employers
- 4.4 provide ready access to career advice and facilitate increased connections between students and employers
- 4.5 equip students for life-long learning, including their transition to research programs by developing student capacities for inquiry and research

Targets for enhancing learning and teaching:

- to remain in the national top 10 for **overall quality of educational experience** (based on the *Student Experience Survey*) in each year of the Strategic Plan
- to achieve an **undergraduate retention** percentage at least equivalent to the national average by 2021
- to achieve a **graduate employment** percentage (based on the *Graduate Outcomes Survey*) at least equivalent to the State average by 2021
- to remain in the national top 10 for **median domestic graduate salary** (based on the *Graduate Outcomes Survey*) in each year of the Strategic Plan



Strategic Goal 2: Advancing research and knowledge translation

Based on the Excellence in Research for Australia (ERA) assessment for 2015 and other ratings, ECU undertakes research at above, or well above, world standard in a number of health and medical science disciplines including Nursing, Neuroscience, Clinical Sciences, Oncology and Carcinogenesis, as well as in Ecology and Environmental Science and Materials Engineering.

Extending the research base, and the quality of research so that all the research we do is world class, is critical to the future development and sustainability of ECU. This will require a step-change in ECU's research capacity and the development of a strong and supportive research culture.



Discovering causes and cures for disease

ECU's research into neuroscience, cancer and other clinical areas is judged to be above, or well above world standard (ERA 2015).

Our research shows that physical and mental exercise can extend and improve the quality of life for those with Alzheimer's disease, Huntington's disease and many cancers.

We have also developed blood based biomarkers that will revolutionise the diagnosis, treatment and monitoring of melanoma and other cancers.

ECU Professors Ralph Martins, Rob Newton and Mel Ziman

Objective 5 Growth in research capacity and culture

ECU will continue to build research capacity, with actions to:

- 5.1 recruit high-achieving researchers and teams in key fields, to lead our research expansion
- 5.2 enhance retention strategies and succession planning for highly-productive researchers and research teams
- 5.3 refine recognition and incentive mechanisms for Academic staff, to drive improvement in University performance
- 5.4 increase support for research and researchers, including through mentoring by research leaders

Objective 6 Extensive research collaboration

ECU will grow research collaborations and alliances, with actions to:

- 6.1 increase the visibility of ECU's research through strategic and targeted promotion and communication with business, industry, the professions, government, universities and communities
- 6.2 foster ways for ECU researchers in different fields to collaborate in knowledge translation
- 6.3 seek out and engage with international research collaborators
- 6.4 identify more collaboration opportunities with Australian business, industry, the professions and government, where applied research can solve real-world problems and develop a clear "shop front" for collaboration partners to access ECU's researchers

Objective 7 Increased knowledge translation

ECU will promote partnership and collaboration in research, especially where this leads to knowledge translation and commercialisation, through actions to:

- 7.1 develop partnerships with business, industry, the professions and government for the translation of research outcomes to build capacity and societal impact
- 7.2 implement efficient and effective approaches to the establishment, administration and support for activities for knowledge translation

Objective 8 Growth in research training

ECU will increase higher degree by research (HDR) enrolments and completions, through actions to:

- 8.1 grow the number of PhD qualified staff and those who meet criteria for supervision, to improve supervision culture, quality and capacity
- 8.2 enhance HDR programs with generic and targeted research skill training
- 8.3 market HDR programs to attract high-performing undergraduates and postgraduate coursework students to research training
- 8.4 provide additional support to those completing their research and moving into employment

Targets for advancing research and knowledge translation:

- to achieve a top 100 ranking in the *THE 150 Universities Under 50* and a top 500 ranking in the *THE World University Rankings* by 2021
- to achieve an overall **Field Weighted Citation Impact** of 1.5 by 2021
- to grow annual **research income** from grants and contracts to \$450,000 per 10 FTE by 2021; an increase of five per cent in each year of the Strategic Plan
- to increase annual **scholarly outputs** to 16 weighted publications per 10 FTE by 2021; an increase of five per cent in each year of the Strategic Plan
- to remain in the national top 10 for annual **higher degree completions** per 10 FTE in each year of the Strategic Plan



Strategic Goal 3: Growing internationalisation

ECU aspires to become a leader in international student education and to be recognised for our international enterprise. We will provide opportunities for more overseas students to participate in ECU programs by increasing our onshore enrolments and by expanding our international presence through teaching delivered in locations outside Australia.

ECU will identify and nurture prestigious international partnerships that support our priorities in teaching and research and generate additional international student revenue, international grant income, sponsorships and commercial revenue.

We will enhance ECU's reputation for its world ready graduates: graduates who have the skills, attributes and confidence to work anywhere in the world.



International rankings

ECU is named in the top **5%** of universities world-wide (*THE* and *QS 2016*), the top **200** 'most international' universities (*THE 2016*) and the top **150** universities in the world, under 50 years of age (*THE 2016*).

Objective 9 Growth in international enrolments

ECU will develop an international student recruitment model that sustainably grows onshore enrolments and thereby increases international student fee income, with actions to:

- 9.1 compete in global markets to: attract high performing students to our onshore campuses; enhance the brand and reputation of ECU; and develop recruitment channels in new and emerging markets
- 9.2 ensure a balanced international student recruitment pattern that: attracts international student cohorts of high quality; manages demand and migration risks associated with over-reliance on existing markets; and enriches the learning experience of all ECU students as part of a diverse, cosmopolitan university community
- 9.3 build and maintain student recruitment channels that are diverse and effective, with systems and processes to monitor and respond to changes in international market conditions, policy and legislative requirements and compliance obligations
- 9.4 manage the performance of partnerships with pathway providers to deliver well prepared international students into ECU programs

Objective 10 Strong partnerships and international relations

ECU will develop strategic international partnerships and collaborations and by actively managing these relationships and contracts, will:

- 10.1 offer joint international research training programs and joint awards; recruit high calibre international students for research higher degrees; and increase research funding from international grant organisations
- 10.2 deliver ECU programs onshore and offshore through new commercial arrangements with high quality private sector partners
- 10.3 ensure growth in international student enrolments and income generated through arrangements with international student sponsoring bodies, international education agents, institutional partners, and articulation program providers

Objective 11 Global education delivery

ECU will grow international student enrolments and income in key offshore locations in a sustainable way. We will be recognised as a leader in Transnational Education (TNE), with actions to:

- 11.1 extend ECU's presence in the global education hubs of the Asia-Pacific and the Middle East, by developing innovative campus partnerships in key locations
- 11.2 collaborate with offshore pathway partners to ensure high quality academic governance of articulation arrangements and preparatory programs
- 11.3 deliver TNE programs that provide a strong return on investment and leverage ECU's online learning developments

Objective 12 An internationalised student experience

ECU will provide opportunities for all its domestic and international students to become world ready graduates. We will do this by helping our students to acquire cross-cultural knowledge through student exchange and study abroad programs and through support for language and communication skills development. This will be achieved through actions to:

- 12.1 increase participation in inbound student mobility activities, through financially sustainable, structured partnerships with overseas universities and develop new products and programs to attract greater numbers of international students to ECU
- 12.2 increase outbound student mobility opportunities for ECU students by partnering with a small number of prestigious international universities from a diverse range of countries
- 12.3 support students to develop the language and professional communication skills necessary for careers in a range of professions and locations
- 12.4 reinvigorate foreign language programs, and provide excellent language and learning support services to international students

Targets for growing internationalisation:

- to increase income from **international student fees** by seven per cent in each year of the Strategic Plan
- for **international student load** as a proportion of total student load to reach 25% by 2021
- to increase **international student enrolments offshore** by ten per cent in each year of the Strategic Plan
- to increase **international Higher Degree by Research (HDR)** student enrolments by five per cent in each year of the Strategic Plan
- to establish at least **one offshore campus** by 2021



Strategic Goal 4: Ensuring organisational sustainability

To deliver our first three strategic goals, we need our university to maintain a high-performance culture, service excellence and the very best infrastructure, all underpinned by a sound financial base.

Our staff are our largest and most important investment, and the overall success of our university relies on the contributions and performance of all of ECU's staff; Academic and Professional.

ECU has a significant physical infrastructure, on three campuses in Western Australia, in Joondalup (northern metropolitan Perth), Mount Lawley (central metropolitan Perth)

and Bunbury (South West Region) and at the ECU Health Centre at Wanneroo. Many of our buildings are state of the art, with award-winning designs and much of the building stock is less than 15 years old.

ECU will continue to pursue service efficiencies and innovations that support our academic imperatives and grow our competitive advantage, as Western Australia's youngest university.

ECU has a sound financial base, with sustainable revenue streams and controlled costs that consistently deliver operating surpluses. These surpluses provide for the investment necessary to recruit and develop our staff, deliver services and to build and maintain significant infrastructure.

Objective 13 High-performance culture

ECU will recruit and retain high-performing, talented Academics and highly-skilled Professional staff, through actions to:

- 13.1 develop recruitment and retention approaches that prioritise Academic staff with a strong research background and/or business and industry experience, and the ability to deliver effectively on physical and virtual education platforms
- 13.2 continue to focus international recruitment efforts on the attraction of high-performing researchers
- 13.3 define and maintain an appropriate and effective mix of: sessional and other Academic staff; Academic staff in different work functions (teaching and research, research-focused, teaching focused); and Academic staff numbers and Professional staff numbers

ECU will develop a high-performance, healthy workforce, through actions to:

- 13.4 promulgate a culture of increased delegation, responsibility and accountability at all levels and across all parts of the University
- 13.5 plan for succession by identifying and nurturing future leaders and supporting the attainment of doctoral qualifications
- 13.6 promote a culture that improves the safety and physical and mental wellbeing of our staff, through the disciplined application of health and safety processes
- 13.7 modify the mechanisms for performance management for Academic and Professional staff to better identify and encourage high performance

ECU will seek to achieve equity in employment, with actions to:

- 13.8 increase the employment rate of Aboriginal and Torres Strait Islander staff to 3% of total ECU full-time equivalent staffing levels by 2021
- 13.9 advance gender equality and institutional Athena SWAN accreditation (institutional Bronze award, four year validity) in 2018
- 13.10 achieve an *Employer of Choice for Gender Equality* citation from the Workplace Gender Equality Agency by 2018, and maintain this citation over the life of the plan

Objective 14 Service excellence

Professional services at ECU will be efficient, effective, innovative and responsive in support of our core teaching and learning, research and research training, and international activities, with actions to:

- 14.1 provide seamless student support, where schools and service centres provide efficient and effective service at all times
- 14.2 ensure that administrative functions and controls do not unnecessarily impede the achievement of academic priorities
- 14.3 implement an effective customer relationship management framework that supports students, maps our interactions with external bodies, and raises our reputation with business and industry partners

Objective 15 Infrastructure that supports our goals

ECU will continue to make use of outstanding building and technology infrastructure that supports our academic and sustainability goals, through actions to:

- 15.1 establish at least one campus presence outside of Australia
- 15.2 progress plans for major new building projects and refurbishment of existing facilities on our Australian campuses
- 15.3 develop and implement a technology-enhanced learning strategy for the design and delivery of online teaching and on-campus teaching
- 15.4 reduce carbon footprint through actions that include decreasing waste to landfill, water usage and energy consumption



"I'm looking forward to learning more about the field of health journalism, and correlating health knowledge and technologies with news reporting. My supervisors are excellent, and giving me insight into a whole new world!"

Ying Wang
ECU Doctor of Philosophy student
China Scholarship Council recipient

Objective 16

A strong financial base

ECU will maintain a strong financial base that supports the University in advancing its strategic objectives and further strengthens its financial sustainability, through actions to:

- 16.1 develop and use world-class sales, business development and marketing strategies to grow student enrolments sustainably and ensure that revenue sources are diversified
- 16.2 strategically allocate funding to grow and enhance research, research training, teaching and internationalisation and other strategic activities emerging during the term of the plan
- 16.3 develop further flexibility within the budgets of schools to allow for fluctuations in revenue from student enrolments and other revenue streams
- 16.4 achieve productivity gains in service centres, together with improving budget agility across all areas
- 16.5 grow the revenue of the ECU Foundation to provide ongoing income, through a national program for philanthropic, industry and alumni based giving

Targets for ensuring organisational sustainability:

- to grow the **total student load** by 25% by 2021
- to achieve a **total income** of more than \$510 million by 2021
- to achieve an **annual operating surplus** of at least 4% in each year of the Strategic Plan
- to reach a steady-state of \$10 million per year to the **Professorial Research Fund** by 2020
- to grow the **ECU Foundation Fund** to \$30 million by 2021
- to increase the **employment rate of Aboriginal and Torres Strait Islander staff** to 3% of total ECU full-time equivalent staffing levels by 2021
- to achieve **Athena SWAN Bronze Award** accreditation in 2018
- to achieve an **Employer of Choice for Gender Equality** citation from the Workplace Gender Equality Agency by 2018, and then maintain the citation over the life of the plan
- to have **ECU's Reconciliation Action Plan** endorsed by *Reconciliation Australia* at *Elevate* level by 2021

"ECU has an amazing energy for engagement and transformation. Excellence and collaboration are encouraged, no matter where in the world these opportunities arise. **Working at ECU is intellectually stimulating, emotionally satisfying and personally rewarding.** Colleagues and students help create a friendly and supportive environment."

Professor Lelia Green

International Partner, European Commission's COST Action IS1410 - The Digital Literacy and Multimodal Practices of Young Children Node leader, Marie Curie Actions International Research Staff Exchange Scheme (IRSES) - Narratives in Health Communication



Our commitment to the Strategic Plan

The *ECU Strategic Plan, 2017-2021* articulates the objectives to be achieved and actions to be undertaken for our strategic goals of: enhancing learning and teaching; growing research and knowledge translation; advancing internationalisation; and ensuring organisational sustainability. Our five themes describe the over-arching approach to the achievement of those goals. The Strategic Plan also includes a robust set of performance indicators and targets.

Our commitment to the Strategic Plan is collective: all University staff are responsible for its achievement. The schools and service centres of the University are required to develop their annual plans to reflect the Strategic Plan, and in turn, staff work plans will align and direct individual efforts toward the strategic goals. Successful vertical integration of plans at all levels of the University will be necessary to ensure that all the goals and objectives of the Strategic Plan are achieved.

The University's governing Council approved the Strategic Plan on 20 October 2016.

Monitoring progress on the Strategic Plan

In undertaking its monitoring role, University Council will receive regular reports of progress against the Strategic Plan. Council will receive reports annually on the progress of the University against each of the strategic goals, and at the end of each year, an assessment of performance against the performance indicators. Committees of Council may also request reports on the progress against particular objectives and actions from the Strategic Plan.

The Vice-Chancellor will receive regular reports from the Deputy Vice-Chancellors, Deans of schools and University committees on progress against objectives and actions for particular strategic goals.

Reviewing and adjusting the Strategic Plan

The University will continue to monitor its operating environment to identify changes impacting on our strategic goals. While it is anticipated that the objectives and actions for each strategic goal will endure for the term of the Strategic Plan, performance targets will be reviewed at the end of each year of the Strategic Plan and proposed adjustments to targets will be put to Council for consideration and approval.

Contact us

For more information about strategic planning and performance monitoring at ECU, or for more about our plans for the future, please refer to the Strategic and Governance Services website at: ecu.edu.au/strategy



Summary of targets

The measures of achievement against the strategic goals, and their targets, are summarised below. New baselines will be established as each year of the plan is completed. Targets for 2021 will be reviewed annually, and any proposed changes will be considered and approved by Council.

Targets as approved by Council 20 October 2016. Revised targets and 2016 baseline figures as approved by Council 14 December 2017.

Enhancing learning and teaching	2016 baseline ³	2021
Student satisfaction with overall experience [top 10 nationally]	4	Top 10
Retention (%) [at national average by 2021]	75.3	Nat av.
Graduate employment (%) [at State average by 2021]	64.9	State av.
Graduate median salary [top 10 nationally in each year]	1	Top 10

Advancing research and knowledge translation	2016 baseline ³	2021
<i>THE</i> Top 150 Universities Under 50	120	Top 100
<i>THE</i> World University Rankings	538	Top 500
Field Weighted Citation Impact (score)	-	1.5
Research grant and contract income (\$ 000 per 10 FTE ²) [increase of 5% in each year]	329	450
Publications (weighted publications per 10 FTE ²) [increase of 5% in each year]	12.1	16
Research Higher Degree Completions (per 10 FTE ²) [top 10 nationally in each year]	5	Top 10

Growing internationalisation	2016 baseline ³	2021
Income from international student fees (\$M) [increase of 7% in each year]	85	115
International students as a proportion of total (% EFTSL)	20	25
International students offshore (EFTSL) [increase of 10% in each year]	228	370
International students in Higher Degrees by Research (EFTSL) [increase of 5% in each year]	130	190
Establish at least one offshore campus by 2021	-	-

Ensuring organisational sustainability	2016 baseline ³	2021
Total student load (EFTSL)	18,267	23,000
Total income (\$M)	425	510
Operating Surplus in excess of 4% in each year	6	4
Professorial Research Fund (\$M)	3	10
ECU Foundation Fund (\$M)	10.2	30
Aboriginal and Torres Strait Islander employment rate (% FTE)	1.5	3
Achieve Athena SWAN Bronze Award accreditation by 2018	-	-
Achieve an <i>Employer of Choice for Gender Equality</i> citation by 2018, and maintain	-	-
Reconciliation Action Plan endorsed at <i>Elevate</i> level by 2021	-	-

1. Baseline uses 2014 or 2015 actual data, where this is the latest available.

2. FTE – full-time equivalent Academic staff in the work functions Teaching and Research and Research-only.








Second and third year music theatre production - 'Bring It On - The Musical' (2016)
Photography by Jon Green

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