

EDITH COWAN UNIVERSITY  
2011 ANNUAL REPORT

## SECTION 2 - **AGENCY PERFORMANCE**



# HIGHLIGHTS



## Edith Cowan Anniversary Celebrations

2011 marked the 150th anniversary of Edith Dircksey Cowan's birth, the 90th anniversary of her election to Parliament and the 20th anniversary of the establishment of the University named in her honour. A series of celebratory events and presentations was held to pay tribute to the University's namesake, including the Vice-Chancellor's student and staff engagement awards at the Edith Cowan Anniversary Celebration Awards.

## Wanneroo GP Super Clinic

The Funding Agreement for the Wanneroo GP Super Clinic was signed in September 2011. This partnership between ECU, and the Australian and State governments will result in the provision of an integrated, multi-disciplinary, patient-centered, primary health care service in Wanneroo. ECU is currently negotiating land acquisition with the City of Wanneroo, completing the detailed design of the clinic and developing the clinical governance and operational arrangements.

## Rock Solid Foundations

ECU celebrated the 60th anniversary of its first Aboriginal graduate, Len Hayward, who graduated in 1951 from the University's predecessor institution, Claremont Teachers' College. The event recognised the achievements of ECU's 501 Indigenous alumni and included the unveiling of seven granite pillars at the Mount Lawley campus in their honor.



## WA Australian of the Year

Professor Donna Cross, the Foundation Professor at ECU's Child Health Promotion Research Centre (CHPRC), was named the 2012 WA Australian of the Year. The award recognised her work to improve the health and

wellbeing of young people, particularly in the areas of bullying, smoking, nutrition and mental health.

## Mobile Chronic Disease Management Service

In September 2011 ECU was funded by Health Workforce Australia to establish a mobile chronic disease management service. The initiative will service the north metropolitan and outer metropolitan areas, providing clinical placement opportunities for ECU health students in community settings. The service will work with primary care and not-for-profit organisations to improve access to chronic disease health management in the north metropolitan area, as well as increasing health workforce capacity and quality clinical training capacity in the health professions.



## State Minister for Education delivers Vice-Chancellor's Distinguished Oration 2011

The State Minister for Education, the Hon Dr Liz Constable MLA presented the 2011 oration: "Edith Cowan:

A Woman for Our Time". The oration was attended by distinguished guests, ECU students, staff and members of the community.

## Office of Advancement Established

The University established the Office of Advancement and appointed its first Director of Advancement in July 2011. The Office is responsible for building relationships to achieve philanthropic and other support from the communities that ECU serves. Strategies to support fundraising and alumni relationships are in development for implementation from 2012.



# REPORT ON OPERATIONS ENGAGING AND SERVING OUR COMMUNITIES

## Engagement at ECU

ECU seeks to embed its engagement activities into its core functions, providing a point of differentiation for ECU and realising mutual benefits and productive relationships with the University's various communities.

In 2011 ECU's goals for this Strategic Priority were to:

- substantially progress the Wanneroo GP Super Clinic Project Plan; and
- establish a Council-approved ECU Fundraising Plan, with strategies to support fundraising and alumni relationships, agreed and supported by a fully-staffed and operational Office of Advancement.

## Planning and Communicating Engagement

The University continued its work to meet the goals and objectives of the ECU Engagement Functional Plan 2011 - 2013. Key activities included developing closer relationships with ECU's communities and measuring and improving the University's engagement performance.

The South West Community Engagement Key Actions and Initiatives 2011 - 2013 plan was approved in 2011. The actions and initiatives relate specifically to the Bunbury Education Precinct and are aligned with, and supplement, ECU's Engagement Functional Plan. These additional actions and initiatives recognise the special role of the Bunbury Education Precinct as an education hub for the communities of the South West Region of Western Australia.

The University's engagement practice was audited by TEQSA in 2011. ECU was required to prepare and submit a Performance Portfolio, including an extensive analysis of ECU's engagement performance, evidencing the University's progress and achievements, and identifying opportunities for improvement in the future. The audit included a four day visit by the Audit Panel to ECU's campuses to meet with the Senior Leadership Team, staff, students, research partners, and industry and community stakeholders. The Audit concentrated on the four sub-themes of: Engagement Strategy and Planning; Measuring Engagement in Teaching and Research; Engaged Teaching; and Engaged Research.

The Auditors' report is expected in early 2012 and ECU will prepare an Action Plan in response. This will be incorporated into ECU's existing Engagement Functional Plan.

An Engagement Communication Strategy was developed in order to improve student, staff and community understanding of community-university engagement and to promote ECU as an "Engaged University" with internal and external stakeholders.

## Engaged Practice at ECU

Key achievements and outputs in this area included:

*Child Health Promotion Research Centre* – the Centre commenced an innovative three year project in 2011 to develop a community-based social marketing campaign to reduce harm from bullying among Aboriginal children and young people living in the Yamatji region of Western Australia. Professor of Child and Adolescent Health, Donna Cross, undertook the world's first study into strategies being used by schools, families and students to combat the effects of cyber-bullying. In recognition of her leadership and work in improving the health and well being of young people, Professor Cross has been named *Western Australia's Australian of the Year 2012*.



*Stronger Smarter Learning Communities* – is one of many projects to improve outcomes within Indigenous communities, run by the *Kurongkurl Katitjin Centre for Indigenous Australian Education and Research*.

*ECU's Health Simulation Centre* – is increasingly recognised, nationally and internationally as a leader in the field of simulation. In April 2011 the Centre was awarded the State Government contract for the provision of high fidelity simulation for the State of Western Australia. ECU is a member of a consortium of five Australian universities awarded the Health Workforce Australia contract in June 2011 to design and implement a training program for simulation education and technical training across Australia.



*ECU Health and Wellness Institute* – ECU students and staff work with external partners in this multi-disciplinary, cutting-edge health and wellness facility, providing services for up to 1200 people each week. The Institute was awarded third place in the *Strengthening Families & Communities* category of the 2011 Premier's Awards for Excellence in Public Sector Management.

*Centre of Excellence for Alzheimer's Disease Research and Care* – the Centre brings together researchers from different disciplines, including physiologists and brain imaging specialists, to lower the impact of Alzheimer's disease on the community and to enhance the quality of life of people affected by the disease. In November 2011 the Cooperative Research Centre (CRC) for Mental Health was established with over 20 partners, including the Centre of Excellence for Alzheimer's Disease Research and Care, CSIRO, Hall and Prior, the Mental Health Research Institute, McCusker Foundation, Mercy Health and Pfizer. The CRC has been awarded \$23 million from the Australian Government to develop diagnostics and early treatments for Alzheimer's disease, Parkinson's disease, Schizophrenia and other related disorders.

*The Interprofessional Ambulatory Care Unit (IpAC)* – a University-based clinic developed in 2010 and funded by an Australian Government Increased Clinical Training Capacity (ICTC) grant of \$4.6 million. The IpAC enables students to participate in client consultations that offer real life experience as a member of an inter-professional team in a clinical setting. The project target of 49,464 clinical placement hours for 2011 was exceeded, providing over 7,000 clinical placement days for students from nine health disciplines. Over 233 community members have received chronic disease self-management education and support from ECU health students.

*The Parkinson's Centre (ParkC)* group at ECU works on research into the debilitating Parkinson's disease and has community connections with: Parkinson's Association of WA, local support groups, geriatricians, neurologists, allied health professionals, local businesses, and graduate students from ECU, UWA and Curtin University.



*ECU Backing Soccer in WA* – ECU continued its sponsorship of the School Sports Western Australia Football Cup competition. From 2012 ECU will offer Australia's first football (soccer) degree – the *Bachelor of Sports Science and Football* – offering students the opportunity to combine general exercise science units with football specific units.

*ECU's Melanoma Research Group* – in 2011 ECU joined forces with the international manufacturers, Cristal Global, and Newcrest Mining to examine the incidence of melanoma, the cause of 80 percent of skin cancer related deaths, and other skin cancers amongst their workforce, and to raise awareness about the danger of prolonged sun exposure.

*yourtutor* – in 2011 ECU partnered with the cities of Joondalup, Wanneroo, Stirling and Bunbury, and six high schools to make the *yourtutor* online tutoring service available to local school students. Over 3000 tutoring sessions were provided through the various library services and around 2000 tutoring sessions were provided through the school partnerships. In participant feedback, 88% of high school student respondents indicated that *yourtutor* was helping them understand and complete their homework, and 86% would recommend *yourtutor* to a friend.

A state-of-the-art pilot malting facility at ECU is benefitting Australian grain growers and the malting and brewing industries through improved research and development. The new facility is a joint initiative between the ECU and the WA Department of Agriculture and Food, and will be managed within the University's brewing science teaching program.



## ECU and the Student Experience

ECU's commitment to an engaged student experience and developing job-ready graduates was demonstrated in the following teaching programs in 2011:

Through the *Joondalup Community Legal Centre* and *ECU Psychological Services Centre*, ECU students and staff continued to provide valuable services to the community while at the same time, providing students with valuable real-life learning experiences.

The *Western Australian Academy of Performing Arts (WAAPA)* continued its program of performances, recitals and exhibitions including *WAAPA in the Park* held in conjunction with the City of Stirling. In association with the Albany Entertainment Centre, WAAPA brought together over 60 students from Albany Senior High School and Great Southern Grammar School in late August to make music, culminating in *WAAPA In Residence: RADIO ACTIVE*, a rock concert at the new Albany Entertainment Centre.

ECU's *Teacher Residency Program* offered rural placements for the first time in 2011, providing rural students with the full benefit of residency learning and the opportunity to complete the residency program with placements in schools in their home town. The program is offered in early childhood studies, primary education and high school education and is also open to metropolitan-based students.

*Social Work Online* and *Law Online* – ECU continued to offer the Bachelor of Social Work and Bachelor of Laws in off-campus mode. *Social Work Online* provides the necessary specialist skills and knowledge for working in regional, rural and remote communities.

ECU's *WA Screen Academy* received top honours in the 2011 Australian Teachers of Media (ATOM) awards, winning Best Tertiary Short Fiction for the second consecutive year. The film, *Stripped*, was a collaboration between the WA Screen Academy and the Aboriginal Theatre program, with direction from graduate Geoff Kelso and starring Aboriginal actor Kelton Pell.



## Engagement@ECU 2011 100 Partnerships

A Compendium of 100 partnerships was published in 2011, as an update to the first edition (2009) which highlighted 50 examples of ECU's engaged practice. The updated Compendium presents 100 examples of engaged practices and partnerships with ECU's communities around the themes of Health, Arts, Science, Justice and Security, Business, Education, Sustainability, and Partners and Precincts.

The Compendium demonstrates the University's strong and sustained collaboration and engagement at all levels of the University with a range of stakeholders including industry, professions, government, and the community.

# HIGHLIGHTS



**Broadcasting for charity** – twenty ECU students in Broadcasting gained valuable live television experience when they helped host the Telethon fundraising event in October. This provided opportunities to make industry contacts and gain new skills in Broadcasting.

**Testing WA's top young footballers** – ECU Sports Science students and staff collaborated with the Western Australian Football Commission's State Academy to test almost 400 Colts players. They were tested for muscular power, speed and aerobic capacity, providing valuable information to the clubs and hands-on, practical experience for ECU students.

**Funding for structural changes** – ECU was the first university to receive funding under the Australian Government's \$400 million Structural Adjustment Fund, which assists universities making significant structural change in preparation for the uncapping of place in 2012. ECU received \$6.9 million for the implementation of *Curriculum 2012*.

**Five-star student experience** – the 2012 edition of the Good Universities Guide rates ECU's student experience as one of the best in Australia. ECU's graduates again gave ECU courses a five-star rating for teaching quality, generic skills and overall satisfaction.

**World Champion Advertising Students** – ECU Bachelor of Communication students won the top prize at the annual International Advertising Association (IAA) InterAd XIII global student advertising competition. World champions Annabel Slade, Jakob Reimerson, Colby Lathwell, Jon Ismailovski, Jack Geerssen and Sebastian Forsström made up the winning team, known as *Boomerang One*. They received the award and certificates in September 2011, at an event in London hosted by the IAA UK Chapter.

**Teaching police leadership** – a new course co-delivered by ECU and the WA Police Academy was run in 2011. The Graduate Certificate in Executive Leadership and Management is a mix of theoretical management units and practical, contextual learning designed to develop leadership skills for WA Police personnel.





## PROVIDING PROGRAMS TO MEET THE NEEDS OF OUR COMMUNITIES, IN A SUPPORTIVE AND STIMULATING LEARNING ENVIRONMENT

### Teaching at ECU

ECU seeks to be recognised for providing high-quality and fulfilling educational experiences. In 2011 ECU's goals as described in the *Teaching and Learning Functional Plan, 2010-2012* were:

- to be responsive to students and employers through a relevant and engaged curriculum;
- to articulate a distinctive ECU model for the curriculum that responds to reforms in Higher Education;
- to enhance the quality of teaching; and
- to enhance student support and learning experiences.

### Teaching and Learning

In 2011 much of the teaching and learning focus at ECU was on the planning and implementation of *Curriculum 2012*. The project seeks to create consistency in the quality of, and outcomes from, all undergraduate courses at ECU, developing distinctive features for all ECU courses aligned with the University's Mission and Vision.

During 2011 teams of academics from across the University developed resources and programs for implementation in 2012. The initial focus of *Curriculum 2012* will be the support of students in their transition to university with particular emphasis on:

- the provision of appropriate academic support for first year students;
- a focus on English literacy awareness and development for all students through the implementation of a Post Enrolment Literacy Assessment (PELA) across all courses at ECU;

- providing opportunities for more flexibility in course delivery;
- assessment activities that promote and support learning; and
- early identification of individual student support needs and provision through the *Connect for Success* project.

Funding from the Structural Adjustment Fund will be used to support the development of the curriculum, new world-class teaching and learning spaces on all campuses and innovative technology solutions to support student learning.

In 2011 ECU implemented a number of projects to enhance the use of technologies for flexible delivery and support for student learning. Activities undertaken included:

- upgrade of the learning management system to Blackboard 9.1;
- development of functional specifications to support the implementation of an e-portfolio system;
- enhancements to the capability and functionality of the lecture capture system;
- early work on the installation of a virtual desktop system for all ECU computer laboratories to increase student accessibility to ECU software systems;
- staff training and development to increase the level of flexibility in course offerings; and
- forward planning for a large scale project to develop greater numbers of online courses.

The outcome from these activities will see increases in technology use in teaching and learning across the University in 2012.



### ECU academic develops first of its kind iPad application

Dr Alistair Campbell, Post Doctoral Research Fellow, School of Education, has developed an iPad application (app) for marking student assessments to replace the more time-consuming paper-based approaches used currently. The app combines the best features of a word processor, spreadsheet and database, to improve the ease of assessment of students' work.

Winner of the ECU Innovator of the Year for 2011, Dr Campbell was awarded \$20,000 which will contribute to the commercialisation of the app, which has already attracted interest from other Australian universities.

### ECU academics awarded Australian Learning and Teaching Council (ALTC) grants

Pro-Vice-Chancellor (Health Advancement), Professor Cobie Rudd was one of five recipients of an ALTC/DEEWR 2011 National Teaching Fellowship. She was awarded \$350,000 to enhance the uptake of learning through simulation in health.

Head of Journalism, Professor Trevor Cullen, received an ALTC grant to investigate the status of journalism education in Australian universities. He will collaborate with two colleagues at the University of Wollongong and the University of South Australia.

### ECU Teaching and Graduate Outcomes

ECU again performed well on national measures of teaching excellence. Performance data derived from the Course Experience Questionnaire (CEQ) and ECU's own online Unit and Teaching Evaluation Instrument (UTEI) and mid-course CEQ survey is shown in the **Summary Statistics** beginning on page 34.

In the latest national CEQ survey results, ECU was ranked 5<sup>th</sup> nationally for Overall Course satisfaction. On Good Teaching satisfaction ECU was ranked 3<sup>rd</sup> nationally and for the fourth consecutive year ECU had the highest rating for WA universities. On Generic Skills satisfaction ECU ranked 4<sup>th</sup> out of the Australian universities. ECU has been consistently above the State and national averages for these indicators and the latest survey results are the best yet for ECU.

ECU's graduate full-time employment rate in the 2011 Graduate Destination Survey showed a decline – as did all WA universities – reflecting the prevailing economic conditions at the time the survey was taken (see **Key Performance Indicators** beginning on page 127).

ECU is continuing to develop new approaches to improve its graduate employment outcomes and ECU's ranking amongst the WA universities has improved as a consequence. Approaches being used to create stronger opportunities for graduates include:

- a focus on employability in the *Curriculum 2012* project;
- engagement with course consultative committees to support the relevance and currency of all courses;
- increasing practicum components and opportunities for workplace-integrated learning across courses; and



- support from ECU careers staff for students in their search for employment, including bringing industry representatives to the campuses, organising employment workshops and Career Expos.

ECU's graduate further study rate improved in the 2011 Graduate Destination Survey. ECU ranked 2<sup>nd</sup> of the WA universities in the latest survey, and this score is again above the State average.

## Student Recruitment

ECU's *The Road is Open* marketing campaign was introduced in 2011, with two new television advertisements promoting the Joondalup and Mount Lawley campuses and a range of advertising to promote the ECU brand, its large range of disciplines and the South West Campus.

Social media remained a major focus in 2011 with marketing efforts in Facebook, YouTube, Twitter and LinkedIn. Growth in social media during 2011 was significant: total ECU Facebook fans grew to over 14,661 (120%), Twitter followers grew to 3340 (126%), YouTube video views grew to 71,106 (127%) and LinkedIn members grew from 287 members to 811 (182%).

A new digital engagement initiative, *The Me Project*, was also launched in 2011. The website allows high school students to upload photos and information relating to their interests, enabling ECU to provide suggestions for courses that may match those interests.

In student recruitment, ECU has increased the range and number of events to attract future students. New events included industry-focused information evenings, weekly campus tours and Year 10 information evenings. As a result of these and many other metropolitan and regional recruitment events, in 2011 over 10,000 more prospective students engaged in ECU events than 2010.

ECU continuously improves its course offerings to meet identified needs within the community. Eighteen new courses were introduced in 2011, including:

- undergraduate degrees in Writing, Arts Management, Web Technology, Counter Terrorism Security and Intelligence, Engineering and Business, Engineering and Science, Health Science Honours, Biological Sciences, Environmental Science, Environmental Management, Nursing and Midwifery, Social Science; and
- postgraduate programs in Education, Engineering Science, Teaching and Coaching, Professional Accounting (Extended), Business Administration (International) and Criminology and Justice.

## Retention

ECU experienced a slight decline in total enrolments in 2011, after growth in the period from 2007 to 2010 (see **Summary Statistics** beginning on page 34). Domestic student enrolments remained strong and grew in 2011. The small overall decline is attributable to ECU's international partnership consolidation strategy, with reviews of programs and financial viability leading to the closure of a number of several offshore programs.

The retention rate for ECU students who commenced in 2010 and were retained into 2011 improved compared with the previous year's results, although remaining below the national average (see **Key Performance Indicators** beginning on page 127).

Strategies utilised in 2011 to improve retention, included:

- providing ECU-funded scholarships, grants and loans to assist students in financial difficulty, particularly where there was a risk of ceasing studies;
- the introduction of Student Connect Officers to administer case-managed specialist support to students;
- the introduction of a three tier strategy by the Careers Service to enable students to prepare for their chosen careers;
- implementation of a comprehensive orientation and transition program; and
- an increase in the number of Learning Access Plans provided by the Equity and Disability Service.

## New courses for 2012

ECU announced several new undergraduate courses for 2012, designed to give students the skills to take advantage of new opportunities in growing employment sectors in Australia and internationally. New courses for 2012 will include:

- Bachelor of Technology (Aeronautical) - the only aeronautical course in WA, focusing on the engineering aspects of aviation, including design, manufacturing and operation.
- Bachelor of Engineering (Marine and Offshore Systems), Bachelor of Engineering (Naval Architecture) and Bachelor of Engineering (Ocean Engineering) - in collaboration with the Australian Maritime College in Launceston, ECU will offer three new maritime engineering courses in the areas of marine and offshore systems, naval architecture and ocean engineering.
- Bachelor of Science (Sports Science and Football) - combining general sports science and soccer-specific units, graduates will have the skills to coach a team, assess performance, manage players and run soccer clubs.

# HIGHLIGHTS

## Closer ties with Australian universities

ECU was awarded \$5.6 million over three years under the Australian Government's Collaborative Research Networks program. ECU will collaborate with nine universities on six projects to increase research capacity and widen access to supervisors for more than 30 ECU research students.

## Excellence in research

The 2010 *Excellence in Research for Australia (ERA) National Report* results, released in January 2011, placed ECU "at world standard" in four discipline areas: Environmental Sciences, Engineering, Medical and Health Sciences and Studies in Creative Arts and Writing. Within the Medical and Health Sciences discipline, Clinical Sciences and Nursing were both rated at, or above, world standard.

## Research Week

The Joondalup and Mount Lawley Campuses again hosted the annual *Research Week* event, with more than 50 seminars, presentations, colloquia and exhibitions to inspire the next generation of researchers. Over 800 people, including more than 60 international guests attended.

The ECU Three Minute Thesis Competition showcased research undertaken by higher degree by research candidates. Management PhD candidate Matt Bambach won and went on to represent ECU at the national final, where he was a runner-up.

The Visualising Research Exhibition held during Research Week showcased research photography, visual arts, performance projects, posters, illustration and artwork from ECU's candidates and staff.

## National anti-cyber-bullying campaign

The Child Health Promotion Research Centre (CHPRC) played a key role in a national campaign to address cyber-bullying. CHPRC provided the research to drive an innovative anti-cyber-bullying initiative with Human Rights Australia (formerly the Australian Human Rights Commission) and communications specialists Primary Communications.

## National fishing survey

ECU partnered with the WA Department of Fisheries, Recfishwest and Murdoch University in the *Statewide Recreational Boat Fishing Survey*. Over 23,000 fishermen from across WA were interviewed for the survey, which aimed to provide detailed estimates of the quantity of fish caught and released from each WA fishing region, to inform Government decision-making.



## Professor Ralph Martins wins Vice-Chancellor's Award for Excellence in Research in 2011

Professor Ralph Martins continues to be at the forefront of research into Alzheimer's disease since his contribution to two seminal discoveries 25 years ago. The significance of his work and leadership was recognised with the award of *Western Australia's Australian of the Year 2010*, and *Western Australian Citizen of the Year 2011* in the Professions category.

## Boost to prostate cancer research

The ECU Health and Wellness Institute was awarded more than \$775,000 of category 1 funding from Cancer Australia and the Prostate Cancer Foundation of Australia to conduct research into the effects of exercise on prostate cancer patients, including funding for two new project grants and equipment.



## DEVELOPING RESEARCH FOCUS, DEPTH AND IMPACT

### Research at ECU

ECU seeks to be recognised for high impact research providing social, economic, environmental and cultural benefits.

In 2011 ECU's goals for this Strategic Priority were to:

- build areas of research concentration, depth and sustainability;
- increase research collaboration within and external to ECU;
- stimulate knowledge transfer and commercialisation;
- strengthen research culture, training and support; and
- increase Research Higher Degree student enrolments and completions.

### Research Profile

ECU has identified eight areas of research focus:

- Health and Wellness;
- Education;
- Environment and Sustainability;
- Engineering and ICT;
- Social and Community;
- Business and Society;
- Communications and Creative Arts; and
- Security, Law and Justice.

ECU's Health and Wellness research area performed strongly in the Australian Government's 2010 *Excellence in Research for Australia* review, with Nursing rated above world standard, while overall, Medical and Health Sciences and Clinical Sciences were rated at world standard.

Also at world standard are ECU's research in Engineering, Environmental Science, Studies in Creative Arts and Writing (particularly Performing Arts and Creative Writing and Journalism and Professional Writing).

ECU continued to strengthen its research culture to support growth in capacity and capability through targeted appointments of research staff and through the appointment of faculty-based research development officers to assist with project development and grant and publication writing.

In 2011 a project to review the Research Activity Index (RAI) and the Creative and Performing Arts Index (CPAI) was undertaken. A revised model for measuring and quantifying research performance – *Acknowledging Successful Performance in Research Excellence (ASPIRE)* – was developed to better reward researchers for research activity and research quality. Consultation on the new scheme was conducted in December 2011, for implementation in 2012.

### Innovations in communications technology

Two ECU projects were nominated in the 2011 WA Innovator of the Year Awards.

- Researchers from the Centre for Communications Engineering Research were nominated for their work on the Wireless Token Network, which could improve the way WIFI networks carry voice over internet protocol (VOIP) services such as Skype.
- A team from the Electron Science Research Institute was recognised for advances in multi-band, tunable laser sources, which could dramatically increase the capacity of optic fibre networks, including Australia's National Broadband Network.



## Collaborative research

ECU secured three grants under the Australian Research Council's Linkage Projects scheme in 2011:

- Faculty of Education and Arts researchers, together with Landgate and Charles Darwin University, received \$179,982 to promote FireWatch satellite monitoring.
- Faculty of Business and Law researchers, with the City of Joondalup and West Coast Institute of Training, received \$90,000 to provide sustainable environmental management to Australian businesses.
- Faculty of Education and Arts researchers received \$179,000 to work with the WA Curriculum Council to improve school assessments.

## Research Funding

Total Research income for 2011 was \$15 million (unaudited). The final figure for 2010 was \$15.3 million, an increase of 20% compared with 2009. ECU maintained its high level of research collaboration and increased its income in the Other Public Sector Funding and Industry and Other Funding categories in 2010 compared with 2009 (see **Summary Statistics** page 41).

In 2011 ECU increased its strategic research investment by 12% to \$9.1 million. These funds are applied to key State, national and international initiatives, fellowships, scholarships and infrastructure, in order to foster industry linkages and commercialisation in areas of research priority.

ECU was involved in key collaborations to further the diagnosis of Alzheimer's disease. ECU received \$9.5 million over seven years from the Australian Government for its Alzheimer's Research program through the Cooperative Research Centre for Mental Health. ECU also received \$1.5 million as part of its Australian Imaging, Biomarker and Lifestyle (AIBL) Study of Ageing, placing Australia and ECU as a globally recognised leader for Alzheimer's disease research.

ECU has established a new research collaboration with Dampier Salt Ltd, part of the Rio Tinto group, which will pave the way for a unique series of research opportunities in Australia's North West.

A project to investigate treatments for spinal cord injuries began in 2011, with a \$581,000 grant from Spinal Cord Australia.

## Research Training

ECU's research higher degree students and graduates continue to rate the support provided to them by their supervisors and the ECU Graduate Research School highly. In particular:

- a **Needs Analysis survey** for research training completed in May 2011, gave high ratings for the Graduate Research School from the 285 students responding;

- the International Student Barometer Entry Wave 2011 ranked ECU first in Australia out of 28 universities surveyed and reported 98% satisfaction with Graduate Research School support; and
- the Postgraduate Research Experience Questionnaire (see **Summary Statistics** page 34) has shown improved student satisfaction over the last three years.

In 2011 a Supervisor Register was implemented as a portal to ECU's information databases, allowing the University to monitor supervisor compliance with policy and enhance the research student experience. A publicly available view of the Supervisor Register was also developed to help promote areas of research strength and opportunities for research candidates.

Professor Ron Adams from Victoria University was invited to run 'demystifying the thesis' seminars in Semester 1 and 2, 2011. There was excellent feedback from the seminars in which 23 candidates and 27 staff participated.

In 2011 ECU was awarded an Australian Learning and Teaching Council grant to develop a Best Practice Framework to inform and guide research-training excellence in Australia. The framework will be developed by sharing best practice principles, processes and performance indicators, to promote quality and standards. The framework will be informed by research training best practice in other countries such as the United Kingdom and United States. Once complete, ECU will implement the framework as a model for other Australian institutions to adopt.

Research higher degree candidates are required to complete progress reports every six months to maintain their candidature and online progress reports were implemented for the first time in Semester 1, 2011. This allows for a breadth of information to be collected to improve research training and to better meet the needs of research higher degree candidates.

A new unit 'Research Training and Supervision' was offered for the first time in Semester 2, 2011, providing professional development for ECU academic staff on good practice in supervision.

# HIGHLIGHTS



## CHOGM visit showcases ECU's facilities

In October, Commonwealth Heads of Government Meeting delegates from the Republic of Gambia, including the Gambian Minister for Foreign Affairs, toured ECU's Health Simulation Centre, the Health and Wellness Clinic and the new Engineering and Technology building at the Joondalup Campus.

## Smoke-Free University

The University announced that its three campuses would be smoke-free from 1 January 2012. The move complements ECU's leading research in the health and wellness field and will help to provide healthier places for ECU students, staff and visitors to work and study.



## ASPEO Framework

The *Academic Staff Performance Expectations and Outcomes* (ASPEO) Framework was implemented to provide Academic staff with clarity on performance expectations and required outcomes in the core areas of: Learning and Teaching; Research and Creativity; and Academic Leadership and Service.

## Walk around the world

ECU staff again participated in the annual Global Corporate Challenge to improve their fitness. ECU ranked most active university in WA and second most active university globally. Over 16 weeks the 385 ECU participants covered a total of 311,000 km – equivalent to walking around the world eight times.

## Audit by TEQSA

The Tertiary Education Quality and Standards Agency (TEQSA, formerly AUQA) conducted its Cycle Two Audit of ECU in October 2011. The Audit Panel visited the South West Campus and offshore partners in Singapore, Malaysia and Sri Lanka, before making a four-day visit to the Joondalup and Mount Lawley campuses. The Panel commended ECU on the openness and honesty of the Performance Portfolio submission and the commitment of staff to the University. ECU's clear sense of direction and commitment to quality also impressed the Panel.





## BUILDING ORGANISATIONAL SUSTAINABILITY

### Organisational Sustainability at ECU

This Strategic Priority comprises three elements:

- Staffing;
- Financial Positioning; and
- Infrastructure and Services.

#### Staffing

In 2011 ECU's goal in relation to staffing was:

- to attract, develop and retain staff required for ECU to achieve its strategic priorities.

During 2011 the University made significant progress in its support for the development of staff. ECU's new Role-Based Development Framework (RBDF) was integrated with the Management for Performance System supported by an online tool to assist staff and supervisors to make informed choices for performance improvement and medium and long-term career development.

Other initiatives included:

- a concerted effort to reinforce ECU values and their relevance during all professional development events;
- the mapping of organisational and people development processes; and
- a review and update to professional development programs.

ECU's leadership capacity was strengthened by a number of appointments across key areas. These included:

- Professor Mark Stoney, appointed Associate Dean (Teaching and Learning), Faculty of Business and Law.
- Associate Professor Wendy Giles, appointed Associate Dean (Academic Programs), Faculty of Regional and Professional Studies.

#### ECUlture

The ECU Learning and Teaching University Research Event (ECUlture) is now in its fourth year, and has grown from an initial 60 participants in a one-day event, to more than 160 participants over two days. The 2011 ECUlture focused on the themes of Internationalisation of the Curriculum and Diversity.

- Associate Professor Moira Sim, appointed Head of the School of Medical Sciences, Faculty of Computing, Health and Science.
- Professor Hugh Wilkins, appointed Head of the School of Marketing, Tourism and Leisure, Faculty of Business and Law.
- Professor Ken Greenwood was named the new Head of School of Psychology and Social Sciences, Faculty of Computing, Health and Science.
- Professor Sian Maslin-Prothero, appointed Professor of Nursing (Clinical) in the School of Nursing and Midwifery, Faculty of Computing, Health and Science.
- Dr Kate Andre, appointed Associate Professor in the School of Nursing and Midwifery, Faculty of Computing, Health and Science.
- Associate Professor Sue Reed, appointed Associate Professor in the School of Exercise and Health Sciences, Faculty of Computing, Health and Science.
- Professor Pierre Horwitz was promoted to the position of Professor within the School of Natural Sciences.
- Dr Anthony Medhurst, appointed Director, Office of Advancement.



Significant appointments made in 2011 that will commence early in 2012 include:

- Mr Scott Henderson, appointed Vice-President (Corporate Services).
- Professor Lynne Cohen, appointed Executive Dean, Faculty of Education and Arts, and Pro-Vice-Chancellor.
- Mrs Elizabeth Wilson, appointed Chief Information Officer.
- Mr David Howard, appointed University Librarian.

## Financial Positioning

In 2011 ECU's goals in relation to financial positioning were:

- to maintain a strong position and continue to manage financial resources efficiently and effectively; and
- to build alternative sources of revenue such as fee-paying courses, commercial activities, fundraising and its investment portfolio over time.

The University's four strategic priorities are reflected in University-wide strategic budget allocations and in the expenditure plans of individual business units. ECU has implemented a number of strategies at both the University-wide and business unit level to position ECU to be able to respond quickly to change while progressing its Mission and Strategic Priorities.

These budget initiatives work in parallel with complementary initiatives designed to:

- continue to focus ECU's academic activities and staff profile in areas of strength;

- improve the quality of activities, services and outcomes in teaching and research; and
- support the financial viability of ECU through a combination of cost-saving strategies and improved efficiencies, and through the achievement of revenue targets.

Throughout 2011 ECU operated within the key budget parameters approved by Council.

Council approved the ECU Budget for 2012 at its December 2011 meeting.

ECU adopts a prudent approach to financial management. Its overall financial position remains sound and the University received a "clean bill of health" from the Department of Education, Employment and Workplace Relations (DEEWR) in its annual review of the financial position of Australian universities.

Performance against the 2011 financial targets set by Council was once again strong (see Summary of Performance against Financial Targets and Key Performance Indicators, page 41).

The University posted a 2011 operating result of \$33 million for the year, which was an increase of \$7 million from the original budget (\$26 million).

Total revenue for the University in 2011 was \$353 million, which was an increase of \$15 million from the original budget (\$338 million).

The University once again received an unqualified external audit opinion for 2011.



**In 2011 all major building projects were within budget and met milestone targets. Significant building projects included:**

- Completion of construction of the Engineering and Technology building at the Joondalup Campus. The facility will be fully operational in Semester 1, 2012.
- Completion of a number of projects under the Campus Renewal Program associated with the implementation of the University's *One University: Students First* initiative.
- Contribution of \$2 million for the development by Ramsay Health Care of a Community Clinical School at the Joondalup Health Campus to support student clinical placements, in conjunction with the University of Western Australia and Curtin University of Technology.
- Completion of the 357 bed student accommodation facility – part of the 523 room ECU Village Mount Lawley – and officially opened by the Minister for Defence, the Hon Stephen Smith MP. The project was the result of a \$37.5 million Private Public Partnership between the University and Campus Living Villages. The Australian Government committed over \$4 million from the Better Universities Renewal Funding for the project. The ECU Village Mount Lawley commenced operations in Semester 1, 2011.
- Completion of construction of additional infrastructure for the Western Australian Academy of Performing Arts (WAAPA) at the Mount Lawley Campus. The new Scenery and Props Construction Workshop commenced operation in Semester 2, 2011.

### Student Load Targets

Student demand remained steady in 2011 despite Western Australia's continued strong economic growth and low unemployment rates. ECU's full-year total student load for 2011 was 18,478 EFTSL, 1.5 percent below total student load for 2010 (18,759 EFTSL)

The Commonwealth Grant Scheme (CGS) load estimate for 2011 was 12,996 EFTSL. This is around 15 percent or 1722 EFTSL above the target agreed with DEEWR (11,274 EFTSL) (see **Summary Statistics** page 34).

ECU's international students come from more than 90 countries and an integrated model for University-wide recruitment of international students drives this diversified international student profile.

International student load totalled 3701 EFTSL in 2011, a decline of 18% on the 4522 EFTSL in 2010. Most of this decline was in ECU's offshore activities where the University continues to consolidate its international partnerships to facilitate high academic quality and financial viability. ECU's international offshore student load was 1102 EFTSL, a significant downturn of 38% on 2010. International onshore student load was 2599 EFTSL, a small decline of 5% on 2010 student load.



## Infrastructure and Services

In 2011 ECU's goal in relation to quality infrastructure and services was:

- to provide quality infrastructure and services which reflect sustainability principles.

### Building Infrastructure

ECU's Strategic Asset Management Framework and Buildings Asset Management Plan deliver a structured and consistent approach to the management of the University's high value assets. The framework and plan supports the University's Mission and Vision by delivering building infrastructure which supports ECU's core functions of teaching, learning and research.

In 2011 the planning, design and documentation commenced for the ECU Wanneroo Centre, following advice from the Australian Government of ECU's successful funding submission. The facility will incorporate a GP Super Clinic, Pharmacy, Medical Imaging, Pathology, ECU Psychology Clinic, Student Clinical Placements and a floor of commercial leasing. Negotiations are proceeding with the City of Wanneroo for the purchase of land.

Also in 2011:

- Negotiations commenced with Campus Living Villages to develop expanded student accommodation facilities at the Joondalup Campus. The project will be part funded by the National Rental Affordability Scheme.
- Planning and design work commenced for world-class teaching and learning spaces supporting the implementation of *Curriculum 2012*.
- Planning commenced for an Engineering Pavilion on the Joondalup Campus, to support growth in Engineering and reduce the need for the University to lease additional accommodation.

### IT Infrastructure

Several major information technology projects were completed in 2011, including:

- a major upgrade to the student management system *Callista*;
- a web printing solution – Student Printing System – allowing students to print documents directly from their personal laptops through the ECU wireless network, was made available via the student portal in August 2011;
- upgrade of the learning management system to Blackboard 9.1;
- expansion of the Customer Relationship Management tool *RightNow* to better facilitate management of the University's incoming enquiries by email, web form (from 'Ask Us') and walk in;

- upgraded video conferencing infrastructure and training material to help staff to better utilise the new facilities in teaching environments; and
- concept design and Proof of Concept testing has been completed for the Virtual Desktop Infrastructure (VDI) solution in the Flexible Learning Space (FLS). Work on the FLS, the first phase of this project will commence in 2012.

Major improvements were made in ECU's underlying technical infrastructure and support in 2011 including:

- firewall modernisation, to increase bandwidth and improve security;
- a new network infrastructure for WAAPA;
- improved server virtualisation – now at 90% - leading to a significant drop in electrical usage (measured as a % of capacity of the data centres); and
- a restructuring of the Small Applications Team and a new project governance model, resulting in an increase in the number of computer applications being deployed across the University network.

### Environmental sustainability

ECU operates under an environmental management system that is accredited to ISO 14001, Environmental Management Systems. This system includes programs around energy, water, waste and travel that educate, inform and change behaviour on environmental issues.

Improvements undertaken during 2011 included:

- The procurement of a major cleaning and waste contract – to improve cleaning and waste initiatives, increase recycling and reduce environmental impacts and waste to landfill.
- Completion of a feasibility study and commencement of procurement for the private sector to build, own and operate (via a Private Public Partnership) a gas-fired cogeneration plant on the Joondalup Campus. The plant has the potential to significantly reduce the University's carbon footprint and costs for the University.
- Development of the Campus Access Strategy to reduce reliance on motor vehicles and increase the use of public transport and other environmental sustainable solutions. Following a number of workshops, a draft Campus Access Strategy was developed and will be presented to the ECU Council in 2012.

## SUMMARY STATISTICS

### STUDENT ENROLMENTS (PERSONS)

**Table 1: Enrolments by Type of Attendance, 2007-2011**

	2007	2008	2009	2010	2011
Full-time	14,408	15,116	16,152	17,604	17,813
Part-time	5,657	5,912	6,122	6,548	6,145
<b>Total</b>	<b>20,605</b>	<b>21,028</b>	<b>22,274</b>	<b>24,152</b>	<b>23,958</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 2: Enrolments by Course Level, 2007-2011**

	2007	2008	2009	2010	2011
Doctorate by Research	357	341	385	436	443
Doctorate by Coursework	65	57	43	39	28
Master by Research	124	130	127	154	164
Master by Coursework	2,242	2,547	3,029	3,178	2,542
Graduate Diploma	889	844	862	964	939
Postgraduate Diploma	218	311	335	311	336
Postgraduate/Graduate Certificate	832	728	782	719	692
Bachelor Honours	206	182	168	189	143
Bachelor Pass	14,595	14,359	14,973	16,412	17,173
Associate Degree	48	85	103	113	115
Advanced Diploma/Diploma	75	72	78	46	16
VET	397	417	465	523	489
Other	557	955	924	1,068	878
<b>Total</b>	<b>20,605</b>	<b>21,028</b>	<b>22,274</b>	<b>24,152</b>	<b>23,958</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 3: Enrolments by Campus, 2007-2011**

	2007	2008	2009	2010	2011
Joondalup	6,978	8,772	9,504	11,025	11,787
Mount Lawley	6,426	6,575	7,584	7,910	7,451
Bunbury	974	975	943	997	1,012
Churchlands	2,611	870	0	0	0
Study Centres (Domestic and Overseas)	3,616	3,836	4,243	4,220	3,708
<b>Total</b>	<b>20,605</b>	<b>21,028</b>	<b>22,274</b>	<b>24,152</b>	<b>23,958</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 4: Enrolments by Gender, 2007-2011**

	2007	2008	2009	2010	2011
Female	12,347	12,642	13,471	14,642	14,738
Male	8,258	8,386	8,803	9,510	9,220
<b>Total</b>	<b>20,605</b>	<b>21,028</b>	<b>22,274</b>	<b>24,152</b>	<b>23,958</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 5:** Enrolments by Citizenship and Broad Course Level, 2007-2011

	2007	2008	2009	2010	2011
Domestic Postgraduate	2,954	2,896	3,283	3,497	3,551
Domestic Undergraduate	13,253	13,273	13,119	15,103	15,634
International on-shore Postgraduate	843	959	1,120	1,204	985
International on-shore Undergraduate	1,736	1,730	2,066	1,922	2,032
International off-shore Postgraduate	930	1,103	1,160	1,119	628
International off-shore Undergraduate	889	1,067	1,526	1,307	1,128
<b>Total</b>	<b>20,605</b>	<b>21,028</b>	<b>22,274</b>	<b>24,152</b>	<b>23,958</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 6:** Enrolments by Citizenship, 2007-2011

		2007	2008	2009	2010	2011
<b>Domestic</b>		16,207	16,169	16,402	18,600	19,185
<b>International on-shore</b>	China	423	469	583	756	800
	India	270	344	506	497	305
	Other Asian countries	880	831	881	924	957
	African countries	553	582	603	564	542
	European countries	225	295	257	251	275
	Other	228	168	356	134	138
<b>International off-shore</b>	China	266	154	129	65	64
	India	31	154	228	301	56
	Other Asian countries	1,029	1,456	1,655	1,616	1,302
	African countries	107	311	368	398	243
	European countries	35	32	53	28	19
	Other	351	63	253	18	72
<b>Total</b>		<b>20,605</b>	<b>21,028</b>	<b>22,274</b>	<b>24,152</b>	<b>23,958</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 7:** Enrolments by Equity Group, 2007-2011

	2007	2008	2009	2010	2011
Low SES	1,765	1,779	1,842	1,810	2,191
Regional	2,452	2,531	2,554	2,474	3,015
Indigenous Australian	196	170	163	188	179
Disability	355	336	397	704	913

Notes: 2011 data is as at 01/02/2012. Changes in methodology for collection and reporting mean that 2011 figures are not comparable with prior year figures.

## STUDENT LOAD (FULL-TIME EQUIVALENCE)

**Table 8:** Student Load (EFTSL) by Funding Category, 2007-2011

	2007	2008	2009	2010	2011
Commonwealth Grant Scheme	10,279	10,622	11,409	12,654	12,996
Research Training Scheme and ECU-funded	247	249	287	325	337
Fee-paying Overseas On-shore	2,220	2,390	2,665	2,734	2,599
Fee-paying Overseas Off-shore	1,202	1,659	2,069	1,788	1,102
Domestic Tuition Fee	919	640	731	768	966
Vocational Education and Training	388	418	449	490	478
<b>Total</b>	<b>15,254</b>	<b>15,978</b>	<b>17,610</b>	<b>18,759</b>	<b>18,478</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 9:** Student Load (EFTSL) by Broad Field of Education, 2007-2011

	2007	2008	2009	2010	2011
Agriculture, Environmental and Related	90	88	92	101	87
Architecture and Building	2	11	29	29	34
Creative Arts	2,163	2,207	2,330	2,459	2,487
Education	3,002	3,246	3,357	3,635	3,419
Engineering and Related Technologies	234	290	393	520	702
Food, Hospitality and Personal Services	1	1	1	1	1
Health	2,016	2,012	2,100	2,452	2,856
Information Technology	1,173	1,092	1,196	1,211	1,040
Management and Commerce	2,704	3,103	3,746	3,691	3,116
Mixed Field Programmes	5	4	5	3	3
Natural and Physical Sciences	879	947	1,091	1,230	1,310
Society and Culture	2,986	2,977	3,270	3,427	3,423
<b>Total</b>	<b>15,254</b>	<b>15,978</b>	<b>17,610</b>	<b>18,759</b>	<b>18,478</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 10:** Student Load (EFTSL) by Faculty, 2007-2011

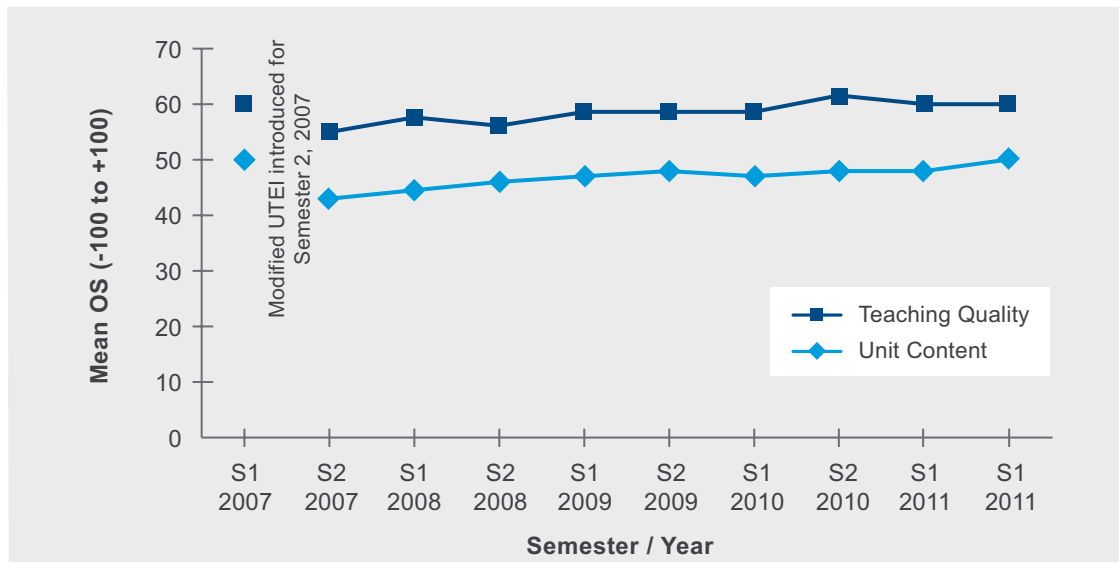
	2007	2008	2009	2010	2011
Business and Law	3,450	3,991	4,758	4,694	4,085
Computing, Health and Science	5,447	5,509	6,081	6,788	7,296
Education and Arts	5,359	5,376	5,645	6,122	6,002
Regional Professional Studies	731	710	661	667	686
Other	268	390	465	488	409
<b>Total</b>	<b>15,254</b>	<b>15,978</b>	<b>17,610</b>	<b>18,759</b>	<b>18,478</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010. "Other" refers to student load for courses (mainly preparation courses) which are unassigned to a faculty.



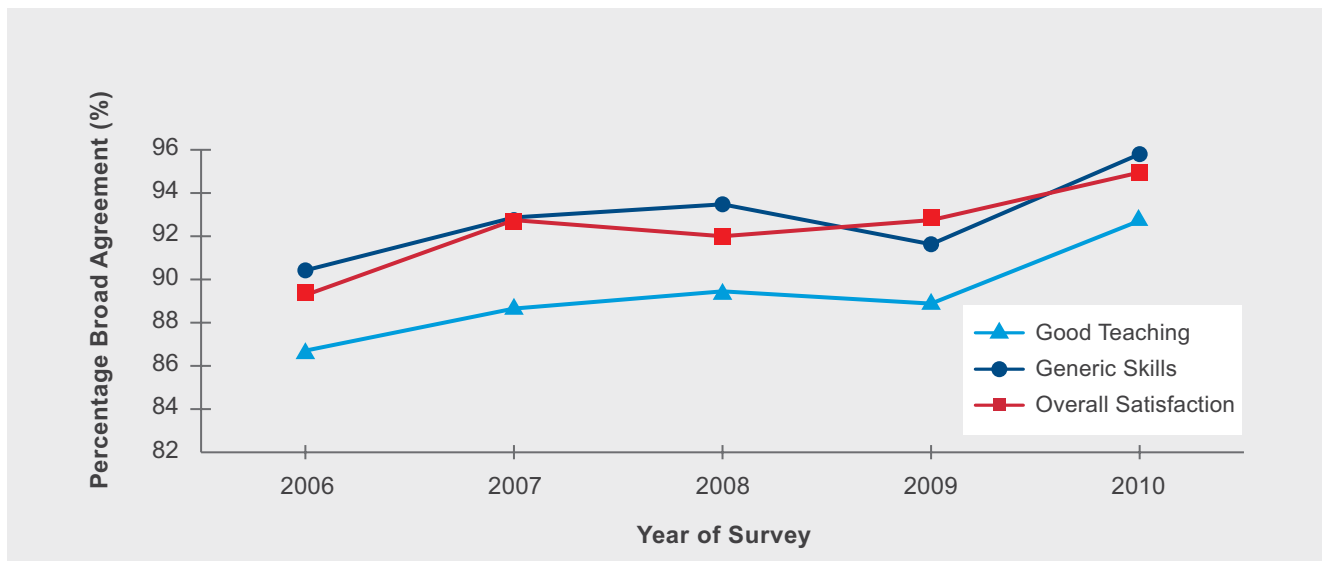
## TEACHING PERFORMANCE

Figure 3: Unit and Teaching Satisfaction, 2006-2011



Notes: Mean overall satisfaction is measured on a scale of -100 to +100. The measure includes all ECU student cohorts and all coursework units.

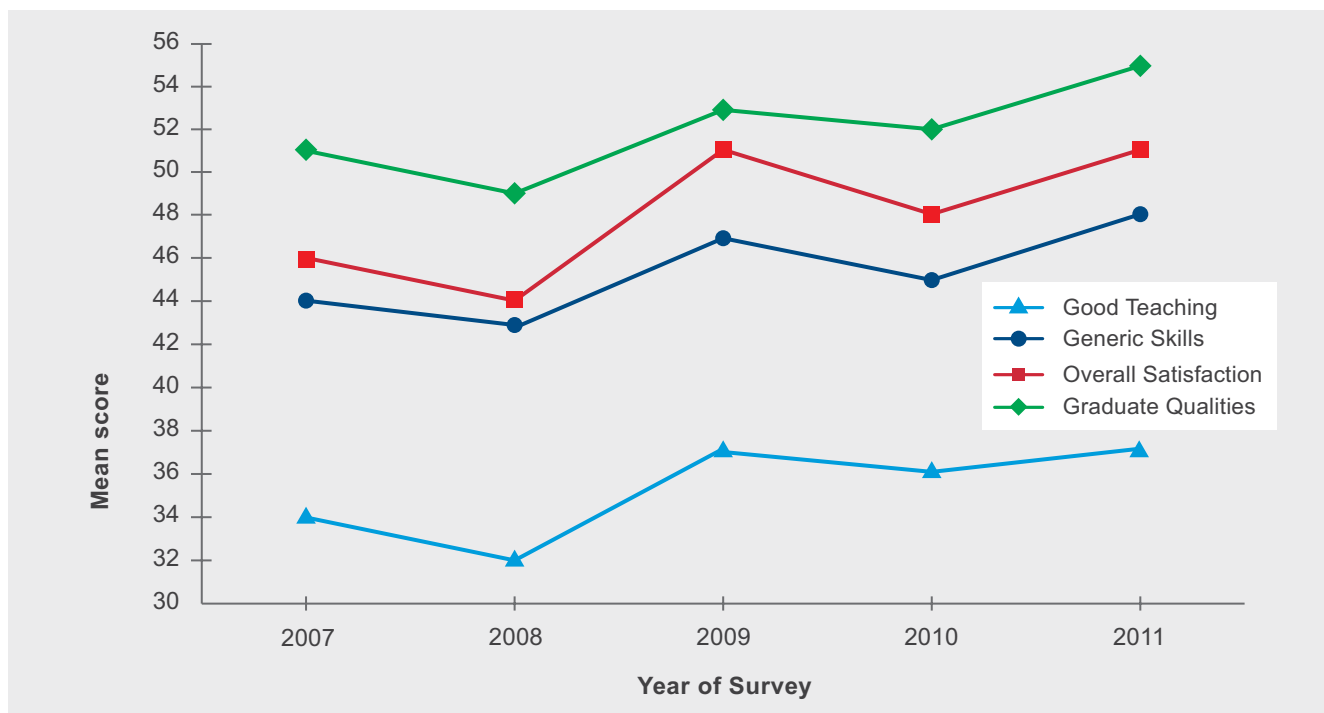
Figure 4: Graduate Satisfaction, 2006-2010



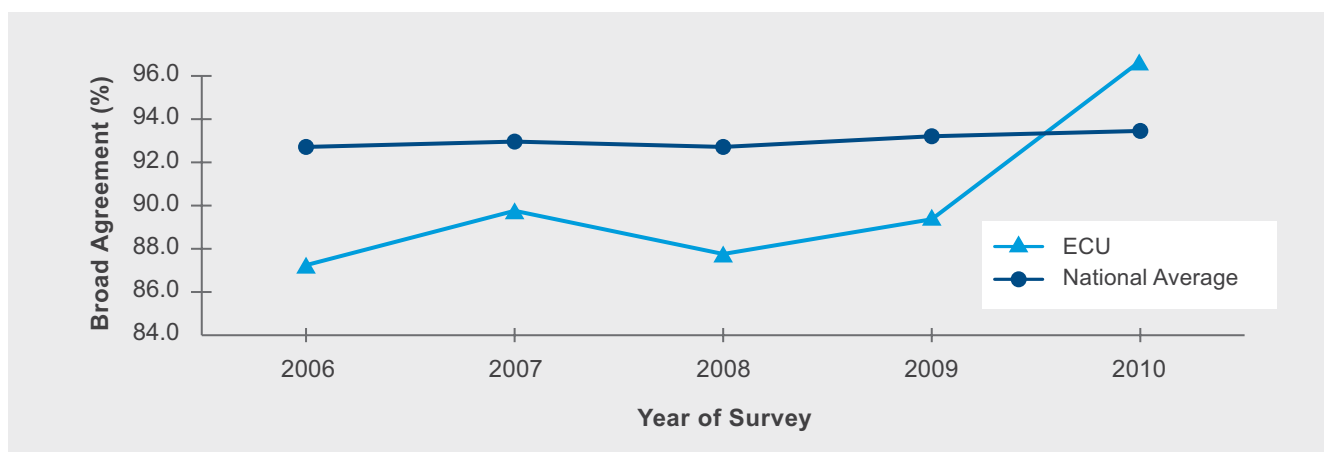
Notes: The three measures record the percentage of ECU Bachelor level graduates who, in responding to the relevant Course Experience Questionnaire survey items 'broadly agree' with those statements. The percentage broad agreement is the percentage of responses that are 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree) on the five-point Likert scale.



**Figure 5: Mid CEQ Mean Scores, 2007-2011**



**Figure 6: Higher Degree by Research Graduate Satisfaction, 2006-2010**



Notes: This measures the percentage of ECU Higher Degree by Research graduates who, in responding to the overall satisfaction item from the national Postgraduate Research Experience Questionnaire 'broadly agree' with the statement "Overall, I was satisfied with the quality of my higher degree research experience". The percentage broad agreement is the percentage of responses that are 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree) on the five-point Likert scale.

## STUDENT OUTCOMES

**Table 11:** Completions by Course Level, 2007-2010

	2007	2008	2009	2010
Higher Degree by Research	84	93	80	70
Master by Coursework	894	1,245	1,597	1,423
Other Postgraduate	1,136	1,004	1,095	1,178
Bachelor (Pass and Honours)	3,499	3,393	3,651	3,459
Other Undergraduate	77	44	48	55
VET	79	68	125	182
<b>Total</b>	<b>5,769</b>	<b>5,847</b>	<b>6,596</b>	<b>6,367</b>

Notes: 2009 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.

### Other Inputs

**Table 12:** Library Holdings, 2007-2011

	2007	2008	2009	2010	2011
Library Volumes	643,561	637,931	653,575	638,912	650,236
Serial Subscriptions	33,982	36,044	52,078	58,465	67,863
eBooks	-	2,263	3,399	33,600	81,760

**Table 13:** Revenue (\$'000), 2007-2011

	2007	2008	2009	2010	2011
Australian Government	107,068	125,904	133,337	137,325	144,882
State Government	10,697	11,499	13,317	12,996	12,774
Student Tuition Fees (HECS-HELP, FEES-HELP)	58,512	59,195	65,461	76,789	85,491
Other Fees and Charges	51,535	56,369	66,240	69,688	67,193
Investment Income	3,870	4,032	5,322	6,407	9,852
Royalties	6,338	7,370	9,536	9,497	8,599
Consultancy and Contract Research	5,207	5,914	3,352	3,286	4,130
Other	23,886	25,069	18,715	20,645	25,327
<b>Total Revenue</b>	<b>267,113</b>	<b>295,352</b>	<b>315,280</b>	<b>336,633</b>	<b>358,248</b>

Notes: Total revenue for Edith Cowan University and its subsidiary (consolidated entity). Revenue for 2007 and 2009 varies from that reported in the financial statements of those years, due to retrospective changes in accounting treatments.

## RESEARCH INPUTS

**Table 14:** Research Block Funding by Category, 2007-2011 (\$m)

	2007	2008	2009	2010	2011	Change 2010-2011
Joint Research Engagement Program	1.94	1.92	1.87	2.03	2.19	7.9%
Research Training Scheme	4.22	4.33	4.38	4.41	4.41	0.0%
Research Infrastructure Block Grant	0.54	0.46	0.39	0.37	0.47	27.0%
Sustainable Research Excellence	-	-	-	0.45	0.52	15.6%
<b>Total</b>	<b>6.70</b>	<b>6.71</b>	<b>6.63</b>	<b>7.27</b>	<b>7.59</b>	<b>4.4%</b>

Notes: the 2011 income figures are unaudited and are as at 01/02/2012.

**Table 15:** Research Funding by Category, 2007-2011 (\$m)

	2007	2008	2009	2010	2011	Change 2010-2011
National Competitive Research Grants	1.62	2.15	2.91	2.75	2.26	-17.8%
Other Public Sector Research Funding	5.51	7.24	7.71	8.30	8.58	3.4%
Industry and Other Funding	2.34	2.93	2.01	4.21	4.13	-1.9%
Co-operative Research Centre Funding	0.11	0.075	0.18	0.05	0.00	-
<b>Total</b>	<b>9.58</b>	<b>12.39</b>	<b>12.81</b>	<b>15.31</b>	<b>14.97</b>	<b>-2.2%</b>

Notes: the 2011 income figures are unaudited and are as at 01/02/2012. The 2010 income figures are final (audited) and may differ from the provisional figures reported in the Annual Report for 2010.

**Table 16:** Higher Degree by Research Student Load, 2007-2011

	2007	2008	2009	2010	2011
Commonwealth-supported	186	185	205	255	286
ECU Funded	61	64	81	70	52
International	84	82	88	108	117
Domestic Tuition Fee	4	6	5	4	3
<b>Total</b>	<b>335</b>	<b>337</b>	<b>380</b>	<b>437</b>	<b>458</b>

Notes: 2011 data is as at 01/02/2012. 2010 data is finalised and may differ from the provisional figures reported in the Annual Report for 2010.





# SUMMARY OF PERFORMANCE AGAINST FINANCIAL TARGETS AND KEY PERFORMANCE INDICATORS

## Performance against Financial Targets

### 2011 Operating Result

The University posted a 2011 operating result of \$33 million for the year, which was an increase of \$7 million from the original budget (\$26 million).

### 2011 Revenue

Total revenue for the University in 2011 was \$353 million, which represents an increase of \$15 million compared to original budget (\$338 million) due to growth in student enrolments, commonwealth grants, land sales and investment income.

### 2011 Financial Ratios

Table 17: Financial Ratios, 2011

	Actual	Target	Variance/Comment
Operating Margin	9.3%	At least 4%	The operating margin is above the Target set for 2011.
Interest cover on borrowings	10.3x	At least 3x	The interest cover on borrowings is above the Target set for 2011.
Liquidity – Current Ratio	2.3	At least 0.8	The current ratio is above the target set for 2011.
Debt to equity ratio	5.1%	Not more than 30%	The debt to equity ratio is within the Target set for 2011.
Cash Reserves (no. of weeks)	18	At least 4	The number of week's revenue in cash assets is above the Target set for 2011.

The Financial Statements begin on page 50 of this Annual Report.



## Performance against Key Performance Indicator Targets

The Key Performance Indicator Report begins on page 127 of this Annual Report and gives detailed information on the University's performance against nine Key Performance Indicators (KPIs). These are a sub-set of ECU's KPI Framework, which is used by the University for performance monitoring.

A summary of performance against targets for the most recent audited data is provided in Table 18 below.

**Table 18:** Summary of Performance against KPI Targets

Performance Indicator	Actual	Target	Variance/Comment
<b>Retention (%) – 2010 commencements</b>	80.4	80.0	The retention rate improved by 2.2 percentage points and was 0.4 of a percentage point above Target.
<b>Course Satisfaction (%) – 2010 survey</b>	95.0	93.0	Performance improved by 2.4 percentage points and was 2.0 percentage points above Target. ECU's graduate Course Satisfaction is above both the National Average and the State Average.
<b>Quality of Teaching (%) – 2010 survey</b>	92.4	91.0	Performance improved by 3.3 percentage points and was 1.4 percentage points above Target. ECU's Good Teaching satisfaction is above both the National Average and the State Average.
<b>Graduate Employment (%) – 2010 survey</b>	75.6	83.0	Performance declined by 2.4 percentage points and was 7.4 percentage points below Target. This is consistent with the decline in the State Average (4.7 percentage points).
<b>Share of First Preference (%) – 2011 Admissions</b>	16.6	18.0	ECU's share of first preference applications for Bachelor and Associate Degree courses processed through TISC declined by 3.5 percentage points and was 1.4 percentage points below Target.
<b>Teaching-related Expenditure per Student Load (\$/ EFTSL) – 2011</b>	15,305	14,719	Teaching-related expenditure per student load increased and was above the Target.
<b>Research Income (\$m) – 2010</b>	15.312	13.629	ECU's total research income increased by \$2.503m and was \$1.683m above Target.
<b>Higher Degree Research Completions (per 10 Academic Staff FTE) – 2010</b>	1.3	2.2	Higher degree research completions per 10 academic staff FTE remained steady for 2010 and the result was below Target. Longer completion times and lower enrolments in early years have contributed to the decline for 2009 and 2010.
<b>Research Publications (per 10 Academic Staff FTE) – 2010</b>	11.3	12.8	Weighted Research Publications per 10 Academic Staff FTE increased slightly, but the result was below Target. Staff FTE increased between 2009 and 2010, while productivity for these new staff is yet to be realised.

Notes: Actual results are for the most recent data available. Full definitions are provided in the Key Performance Indicator Report.