

## SECTION 2A: PERFORMANCE – REPORT ON OPERATIONS

### Strategic Priority 1: To create positive outcomes in our communities through mutually beneficial engagement

#### HIGHLIGHTS

##### **ECU Health Centre**

The ECU Health Centre, incorporating the Wanneroo GP Super Clinic, opened for business on-schedule and on-budget in September 2014. The state-of-the-art, \$22 million facility has more than 3,000 m<sup>2</sup> of clinic space spread over three floors. This ‘one-stop shop’ will bring together a range of primary health services to provide high-quality care for patients, their families and carers.

##### **Uniting science and Aboriginal knowledge**

The ‘Old Ways New Ways’ project developed by ECU is inspiring Aboriginal and/or Torres Strait Islander students in WA high schools to study science at a tertiary level. The project brings together Western and Aboriginal knowledge perspectives to science and encourages students to explore science, in particular chemistry, through a range of hands-on activities that show students how chemistry is used in the forensics area.

##### **Campus Dash**

Hundreds of people ran, jogged and walked through the streets of central Joondalup for the ECU Community Campus Dash on Sunday 12 October. The event, in its second year, attracted ECU students, staff, alumni and members of the community. The event raised funds for ECU’s Melanoma Research Group to continue its work developing an early-warning blood test to detect skin cancer melanomas.

##### **Technology scholarship**

Westpac Group and ECU are teaming up to offer new scholarships to support the brightest young minds in technology. Recipients will receive \$5,000 per year for up to five years to support their undergraduate studies. The Westpac Bicentennial Foundation Young Technologists scholarships are open to all Year 12 students.

##### **Science Academy**

ECU’s School of Engineering collaborated with Ellenbrook Christian College to deliver a six-week science program for primary and high school students. The Science Academy allowed school students to learn from the expertise and facilities of the School of Engineering.

##### **Public lectures**

Several public lectures were held at ECU in 2014. In delivering the 2014 Edith Cowan Memorial Lecture, Ms Diane Smith-Gander delivered a strong call to action for change to improve the position of women in Western Australia. In July, Dr Ira Harkavy, Associate Vice-President and founding Director of the Barbara and Edward Netter Center for Community Partnerships at the University of Pennsylvania, delivered the 2014 Vice-Chancellor’s Distinguished Oration, highlighting the growing role of universities in their communities.

ECU approach to Engagement in 2014 included:

- A wide range of outreach activities and projects with community stakeholders and partners, supported and co-ordinated by ECU's Engagement Unit, in collaboration with ECU's faculties.
- Strategies, policies and procedures to support fundraising and alumni relationships, developed and implemented by ECU's Office of Advancement.
- School engagement, including activities, projects and sporting events, and articulation agreements with registered training organisations to build transition pathways between the vocational education and training and higher education sectors.
- Continued development of over 100 mutually-beneficial partnerships, including those through the Bunbury Education Precinct, the Joondalup Learning Precinct, the ECU Health Centre, and the Smith Family.

### **ECU's Key Engagement Outcomes in 2014**

The University's governing Council approved one key action relating to this Strategic Priority for 2014.

#### **Launch the ECU Health Centre to enhance ECU's engagement with the health professions and position ECU as a major health innovator in Western Australia.**

The ECU Health Centre, incorporating the Wanneroo GP Super Clinic, opened in 2014. The Independent Practitioner Network has been appointed to operate the Wanneroo GP Super Clinic, which commenced operations on 30 September 2014.

In addition to the GP Super Clinic, the ECU Health Centre will operate a pharmacy, pathology collection, physiotherapy, occupational therapy, speech pathology, exercise physiology, community midwifery and dietetics services. ECU has also relocated its Psychological Services Centre to the facility and is currently developing further services to offer to the community.

The Centre offers ECU health students, researchers and health professionals exciting new opportunities for learning, investigation and collaboration, while helping to support improved health outcomes for the community.

ECU has invested \$12 million in the Health Centre, with the Commonwealth and Western Australian governments providing \$5 million each. The Commonwealth funding was provided through the GP Super Clinics Program.

The Centre was officially opened by the Hon. Dr Kim Hames MLA, Deputy Premier; Minister for Health; Tourism on 10 December 2014.

### **ECU's Strategic Focus on Engagement**

ECU's engagement activities are embedded across all core functions of the University, via functional plans for teaching and learning, research and research training, and the operational plans of faculties and service centres.

The University's engagement activities continued to be overseen by five Pro-Vice-Chancellors with engagement responsibilities:

- Professor Lynne Cohen, Pro-Vice-Chancellor Engagement (Communities);

- Professor Ken Greenwood, Pro-Vice-Chancellor Engagement (Science, Technology and Engineering);
- Professor Colleen Hayward AM, Pro-Vice-Chancellor (Equity and Indigenous);
- Professor Atique Islam, Pro-Vice-Chancellor Engagement (Business, Law and Government);  
and
- Professor Cobie Rudd, Pro-Vice-Chancellor (Health Advancement).

During 2014, Professor Nara Srinivasan also continued to fill the part-time position of Pro-Vice Chancellor Engagement (Emirates) to encourage the development of programs in Dubai in conjunction with ECU's partner, the Emirates Airlines Group.

## Strategic Priority 2: To deliver accessible world-class education and an enriching student experience

### HIGHLIGHTS

#### Five star rating

For the sixth consecutive year ECU received five star ratings, the highest level, for its teaching quality, generic skills and overall satisfaction, based on graduate ratings from the Australian Graduate Survey. ECU graduates have also enjoyed a steady improvement in graduate starting salaries, achieving five stars in the 2015 edition of the Good Universities Guide.

#### Engineering accreditation

ECU is the first university in WA, and one of only six in Australia, to offer a fully accredited Master of Engineering course after receiving accreditation from Engineers Australia in 2014. The course had been offered at ECU under provisional accreditation since 2010.

#### Motion capture raises the bar

Dance students at WAAPA now have access to a state-of-the-art motion capture facility, which aims to improve teaching and prevent injuries. The facility is the first to use motion capture technology and the expertise of a specialised bio-mechanist to support an elite dance program. The facility uses tiny markers on dancers' bodies to map their movements in 3D to assist dancers in refining their technique and prevent injuries.

#### New library study space

The award-winning library on the Joondalup Campus now features a new study area, dubbed LL1 Common. It provides additional computers, new seating areas and collaborative learning spaces and whiteboards to facilitate working in groups. Two sleeping pods are also available for students to enjoy a 20-minute 'power nap' before an automated gentle wakening.

#### New piano hitting right notes

Dr Malcolm McCusker AC CVO QC and Mrs Tonya McCusker through the McCusker Charitable Foundation generously provided a Fazioli grand piano to WAAPA music students. The world-class, Italian piano will allow students to practice and perform in a range of musical genres, from classical to jazz.

#### Office for Learning and Teaching citation

ECU's Dr Anne Harris was named as a recipient of an Office for Learning and Teaching (OLT) Citation for Outstanding Contributions to Student Learning by the Minister for Education the Hon. Christopher Pyne MP in September 2014.

#### International student of the year

ECU student, Shufaa Athman has received the prestigious Council of International Students Western Australia award for International Student of the Year for 2014. Shufaa was recognised for her volunteering work and her outstanding academic results.

**Health simulation rises to the challenge**

ECU has taken delivery of an inflatable simulation tent that erects in just two minutes to help train health students and professionals for health emergency scenarios such as oil-rig explosions, train derailments and toxic chemical fires. The fully portable structure, the size of a lounge room, will also allow ECU to extend its health simulation programs to regional and rural communities in WA.

**ECU's Key Teaching and Learning Outcomes in 2014**

The University's governing Council approved two key actions relating to this Strategic Priority for 2014.

**Maintain and enhance the quality of ECU's program offerings and outcomes through the implementation of strong and integrated quality assurance processes and procedures.**

ECU's course accreditation guidelines were applied in securing a number of professional accreditations in 2014 including: Social Work, Occupational Therapy, Nutrition and Dietetics, IT, Accounting, Engineering, Advertising, Nursing, Occupational Health and Safety, Human Resources and Project Management.

A number of school reviews were conducted in 2014, including the School of Computer and Security Science, School of Education, School of Law and Justice, and Kurungkurl Katitjin, ECU's Centre for Indigenous Australian Education and Research. Processes for the review of research centres and institutes were piloted in the review of the Health and Wellness Institute.

The second round of unit and course reviews commenced in September 2014 with the review of units offered in Semester 1, while ECU's Excellence Framework was further embedded into processes such as change management and professional development for unit co-ordinators.

The Curriculum Approval and Publications System (CAPS), which replaced the Course Management System, went live on 1 October. CAPS will provide greater functionality and the ability to map and monitor the course learning outcomes of each course.

**Implement a new business development capability through the Marketing and Communications Services Centre to deliver growth in domestic and international student enrolments.**

The Strategic Business Development Unit has been working to enhance ECU's capacity to identify opportunities, assess potential return on investment and lead the implementation of plans to achieve the *ECU Vision for Growth*, approved by Council at its March 2014 meeting.

A 'Market Creation to Customer Acquisition' project was completed in February 2014 and led to establishment of:

- a Market Creation to Customer Acquisition framework and roadmap to implementation, based on an iterative process of funding and development;
- an eight stage Business Development framework;
- a Proposition Pipeline Management mechanism (for capture and development of new ideas);
- a process handbook describing 38 processes for implementation as resources/funding becomes available; and
- a future state technology architecture vision.

Growth vision revenue has been translated into student commencement targets and a sales growth plan for 2015 is in development.

## ECU's Strategic Focus on Teaching and Learning

ECU has two functional plans that outline initiatives, actions, timeframes, responsibilities and performance measures for the achievement of the University's goals in teaching and learning. The *Enrolment Functional Plan, 2012-2014* includes activities relating to marketing, teaching, student support and partnership building. ECU has made continued progress in growing enrolments and increasing access and participation by under-represented groups. The *Teaching and Learning Functional Plan, 2014-2016* promotes a number of elements that will keep learning and teaching strategies and directions strongly aligned with ECU's Purpose and Vision. This includes strategies to further develop internationalisation within the curriculum and develop the capacity and capability to use technology to provide flexible and enhanced learning opportunities for students.

### Student Recruitment and Admissions

In 2014, ECU continued the "That's How University Should Be" campaign across a variety of media including television, radio, print and digital advertising. Digital marketing continued to grow as a proportion of total marketing activity. Growth continued across the social media channels: ECU's Future Students' Facebook page grew to over 54,000 likes by November 2014, an 85 per cent increase on 2013, future student Twitter followers grew to 3,442 (a 28 per cent increase), YouTube video views grew to 565,688 (a 134 per cent increase) and LinkedIn Company Page members grew to 5,421 members (a 46 per cent increase).

Overall, there were over 61,000 prospective student enquiries from within Australia (a growth of 1 per cent on 2013) and over 1.3 million visitors to the future students website (a growth of 19 per cent on 2013). Both were achieved despite lower numbers of WA Year 12 students in "the half-cohort".

A number of school engagement activities were undertaken in 2014, supported by funding through the Australian Government's Higher Education Participation and Partnership Program. These included a wide variety of initiatives in partnership with primary and secondary schools, and with young people from disadvantaged communities. The initiatives are intended to support learning and foster aspirations for higher education for all those with the ability and motivation to study.

In terms of international recruitment, a number of processes were implemented to improve the effectiveness of ECU's sales capability and agent management in 2014. South East Asia, South Asia and North Asia continued to be key focus areas for the University's international recruitment efforts, with a 9% increase in fee paying onshore student applications recorded for 2014.

The University's new strategic business development capability also aims to improve the return on investment of student recruitment activities and to grow the number of onshore students participating in undergraduate and postgraduate programs. Examples of outcomes achieved in 2014 included:

- articulation agreements with all State Government VET providers in WA and a simplified approach to the assessment of VET qualifications;
- a Bachelor of Sustainability product review;
- streamlining of School of Communications and Arts domestic application processes through modification of application requirements; and
- development of a strategic position on recruiting Australia Awards students.

Consistent with the “One University: Students First” philosophy, international student admissions and domestic student admissions are both now administered by the Student Services Centre and average application turnaround times have reduced by 87% (22.7 days to 2.7 days) since 2013.

## Enrolments

Full-year total student load for 2014 was estimated to be 17,678 Equivalent Full Time Student Load (EFTSL), which is a slight increase from 2013 (17,648 EFTSL).

ECU experienced stable Commonwealth-supported student load in 2014. The uncapping of Bachelor level Commonwealth-supported places in 2012 has had minimal impact in Western Australia, where limited growth in domestic student numbers is evident. This reflects the historically lower levels of unmet demand for higher education in Western Australia.

Despite the continuing strength of the Australian dollar, the relatively high cost of living in Perth and increasing competition from other international education provider countries, ECU experienced a slight increase in International onshore fee-paying student load.

The following tables show ECU’s student load for the period 2010-2014 by course award level and by funding categories.

**Table 1: Student Load (EFTSL) by Course Award Level, 2010-2014**

	2010	2011	2012	2013	2014
Doctorate by Research	336	347	351	330	328
Doctorate by Coursework	20	14	11	4	3
Masters by Research	99	108	106	97	86
Masters by Coursework	2,181	1,583	1,415	1,426	1,634
Postgraduate/Graduate Diploma	842	833	855	806	763
Postgraduate/Graduate Certificate	277	275	284	276	356
Bachelor	13,725	14,116	13,951	13,600	13,337
Sub-Bachelor	108	85	69	41	27
Enabling and Other	687	562	606	622	744
Vocational Education and Training	488	477	483	446	400
<b>Total</b>	<b>18,763</b>	<b>18,400</b>	<b>18,131</b>	<b>17,648</b>	<b>17,678</b>

**Notes:** 2014 data is as at 12/02/2015. Data for 2013 is finalised and differs from provisional figures reported in the Annual Report for 2013.

**Table 2: Student Load (EFTSL) by Funding Category, 2010-2014**

	2010	2011	2012	2013	2014
Commonwealth Grant	12,657	12,995	13,002	12,866	13,066
Domestic Tuition Fee	792	963	1,049	1,093	1,066
Fee-paying International on-shore	2,732	2,594	2,379	2,304	2,372
Fee-paying International off-shore	1,767	1,034	878	632	478
Research Training Scheme / ECU Funded	325	337	340	307	296
Vocational Education and Training	490	477	483	446	400
<b>Total</b>	<b>18,763</b>	<b>18,400</b>	<b>18,131</b>	<b>17,648</b>	<b>17,678</b>

**Notes:** 2014 data is as at 12/02/2015. Data for 2013 is finalised and differs from provisional figures reported in the Annual Report for 2013.

## Retention

The 2014 retention rate (for ECU students who commenced in 2013) decreased compared with the previous year's results (see Report on Key Performance Indicators beginning on page 45).

A working party was established with representation from key staff from faculties and service centres to examine retention issues and to promote greater accountability for retention at the school and course level.

ECU continued the effective work of the Connect for Success program, a proactive, University-wide student retention and success initiative that systematically identifies and supports commencing students who may require additional assistance to complete their studies.

Peer mentoring has also been used as a retention strategy, to positively influence a student's experience and to build academic and social networks, particularly during the crucial first year of study. The ECU Retention and Persistence Transition Support initiative is one such example, and a number of successful ECU school-based peer mentoring programs were also in place in 2014.

During 2014, orientation modules such as *Balancing Life and Uni*, *Essential study skills* and *Basic computing skills* were available online and video information was embedded in the ECU website and on YouTube. The ECU Student Guide, which provides orientation and transition information, was also available electronically.

An ECU Buddy Program was established in Semester 2 to provide students who have relocated to Australia with support and guidance in adapting to life in a new country. Forty-one international onshore students received support from a range of 'buddies' consisting of student volunteers and mentors.

Peer support continued to be provided to postgraduate research students through the Graduate Research School's Support–Opportunities–Advice–Resources Centre. Since 2009, over 3,500 client interactions have been recorded, providing cultural, academic and campus transition support to Higher Degree by Research and Bachelor Honours students and high levels of satisfaction with the service have been recorded.



### New Course Offerings in 2014

ECU regularly renews its course offerings to maintain an academic profile that is contemporary and continues to reflect the needs of the communities it serves. New courses offered for the first time in 2014 were:

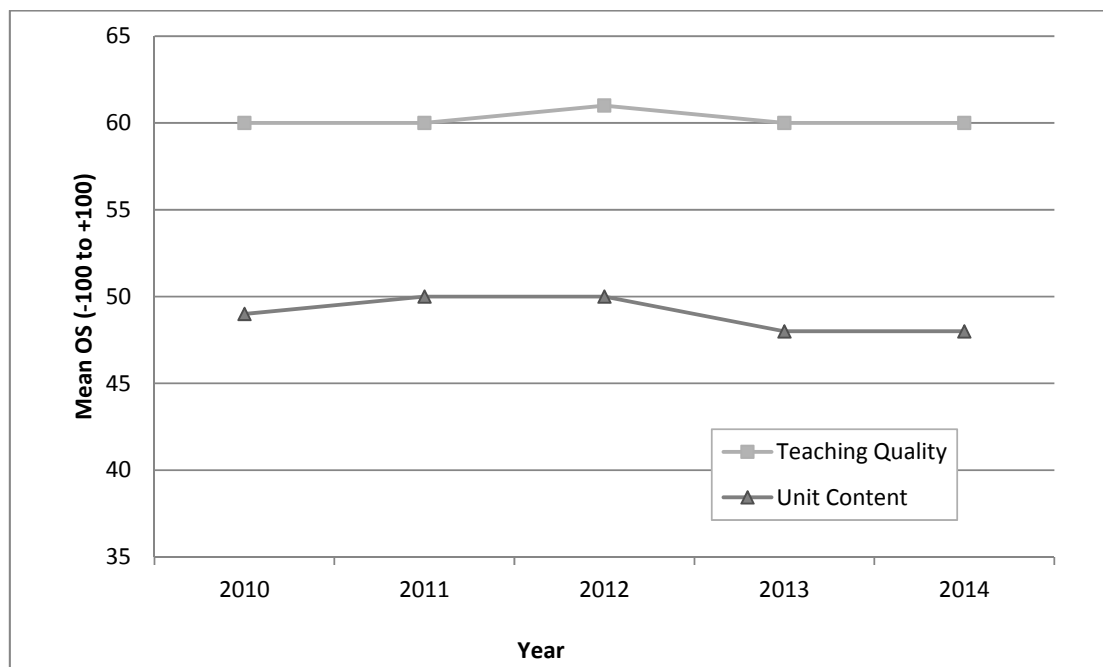
- Bachelor of Sustainability
- Bachelor of Engineering (Civil and Environmental)
- Master of Healthcare Studies
- Diploma of Live Production and Technical Services

### Student and Graduate Satisfaction

ECU continued to perform well on the key indicators of teaching excellence, as measured by the national Course Experience Questionnaire (CEQ) of graduates and through ECU's own online Unit and Teaching Evaluation Instrument (UTEI) and mid-course CEQ survey, that gauge the satisfaction of current ECU students.

As shown in Figure 4 below, student satisfaction with teaching quality and with unit content (as measured by the UTEI) remained steady in 2014, and continued the trend of high results over the time-series.

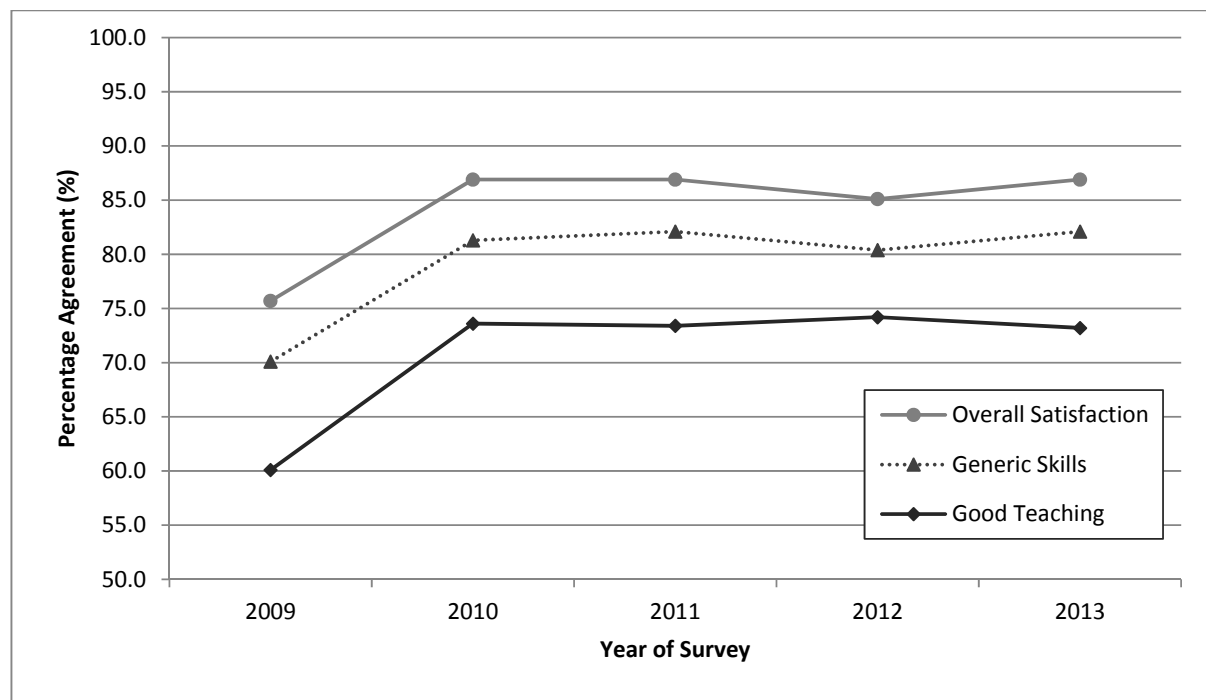
**Figure 4: Unit and Teaching Satisfaction, 2010-2014**



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

In the latest CEQ survey results, ECU was ranked 5<sup>th</sup> nationally for Overall Course satisfaction. On Good Teaching satisfaction ECU was ranked 5<sup>th</sup> nationally. On Generic Skills satisfaction ECU was ranked 7<sup>th</sup> nationally. ECU was also above the State and national averages for each of these indicators. Figure 5 below illustrates ECU's performance for each of the graduate satisfaction indicators over the period 2009-2013.

**Figure 5: Graduate Satisfaction, 2009-2013**



**Notes:** The three measures record the percentage of ECU Bachelor level graduates who, in responding to the relevant Course Experience Questionnaire survey items 'agree' with those statements. The percentage agreement is the percentage of responses that are 4 (agree) and 5 (strongly agree) on the five-point Likert scale. This is a departure from previous years, which reported 'broad agreement' for these measures. This change is in keeping with the usual method of measurement across the Higher Education sector.

The annual University Experience Survey was conducted at all Australian universities in 2014. The satisfaction of undergraduate students is measured across five focus areas and in four of these (Skills Development, Teaching Quality, Student Support, and Learning Resources). ECU's results were in the top 10 of Australian universities.

ECU's learning environment and support for student learning is also evaluated through the ECU Student Services and Facilities Feedback Evaluation (SSAFE) survey, which is conducted biennially. The latest SSAFE survey was conducted in late 2013 and an internal summary report including specific improvement plans was finalised in 2014 in consultation with all relevant service centre stakeholders and faculties and reported to the University's Senior Leadership Team and the Quality, Audit and Risk Committee. Results from the survey illustrated that overall satisfaction with ECU's services and facilities increased slightly, while 87% of survey respondents agreed that they would recommend ECU, or their current course, to others.

Additional data on course satisfaction and quality of teaching, including comparison with State and national benchmarks, can be found in the Report on Key Performance Indicators beginning on page 45.

## Strategic Priority 3: To enhance the personal and professional outcomes of graduates

### HIGHLIGHTS

#### **Paid internships**

Students from ECU's Graduate Diploma of Broadcasting received paid internships with major media organisations around Australia in 2014. Upon completion of the one-year course, the graduates began working alongside journalists at the Seven Network, ABC News 24, Fox Sports News, 6PR and WAtoday.com.au. The first paid internship was established for this course in 2007 with 6PR with available opportunities now expanded to seven, giving students in the course a one-in-three chance of securing a paid placement.

#### **Bound for Oxford**

Aboriginal graduate Tamara Murdock was one of just three recipients of the national Charlie Perkins Scholarship in 2014. It follows her completion of a Bachelor of Science (Environmental Management) with First Class Honours and work with the Yamatji Marlpa Aboriginal Corporation in Geraldton, her hometown. The scholarship assisted her in commencing a Master of Science in Biodiversity, Conservation and Management at the University of Oxford.

#### **Social work wins**

The outstanding quality of ECU's social work program was again recognised with graduate and (now) lecturer in the program, Pippa Blackburn, winning WA's prestigious Social Worker of the Year Award. In the 2014 WA Youth Awards, the Minister for Youth's Outstanding Youth Worker Award was also awarded to ECU Social Work Graduate, Matthew Bartlett.

#### **Study and internship in Bali**

Paramedical Science student Brienna Forster secured a prestigious New Colombo Plan Scholarship giving her the chance to study for six-months in Bali, Indonesia. Brienna will complete six months study at Udayana University and will undertake an internship at Sanglah Hospital.

#### **Mentoring with our alumni**

A new ECU Alumni Mentoring program was piloted in Semester 2, 2014 to provide mentoring from some of ECU's brightest past and present students. Fourteen mentoring partnerships were established in this initial phase of the program, which seeks to provide students and graduates with career advice regarding their chosen field of employment.

### ECU's Key Graduate Employment Outcomes in 2014

The University's governing Council approved two key actions for this Strategic Priority for 2014.

#### **Improve graduate learning outcomes through an employability focus to the curriculum supporting the development of generic skills and English language outcomes.**

ECU has an extensive English Language Proficiency framework, as part of the *Course and Unit Planning and Development* policy, last amended in October 2014.

In 2014 a Post-Entry Language Assessment (PELA) was implemented within first year core units in all undergraduate courses and an increasing number of postgraduate courses. The PELA provides a

post-enrolment test of commencing students' English language proficiency and was completed by over 6,000 students in 2014. ECU staff use the PELA results to tailor English language support for commencing students to enhance the employment prospects of ECU graduates.

ECU has implemented an English Language Proficiency (ELP) measure to provide comprehensive and timely feedback to students on their English language skills. Monitoring of the PELA process and the ELP strategy was undertaken by the Deputy Vice-Chancellor (Teaching, Learning and International), the ELP Committee and the Curriculum, Teaching and Learning Committee.

Learning Advisors in faculty-based Academic Skills Centres continued to provide a range of student support measures tailored to faculty, school and/or courses. These assist students with the development of their academic skills, as well as presentation and team working skills. Faculty-based Careers Advisors provide an employability focus within the curriculum in designated first year units and a number of courses now include a first year foundation, or generic skills unit, to be completed in a student's first semester of study.

**Support and evaluate improvements in graduate outcomes in our various pathways resulting from enhanced retention strategies and inclusive practice in workplace integrated learning, career development, volunteering and student leadership.**

Connect for Success (C4S) is a program that seeks to identify students who may require extra support in their transition to university studies. An analysis of the program indicates its success in improving the retention rates for those students accessing the C4S service compared with others.

In March 2014, Employability Week events and activities were held across all ECU campuses to help students prepare for employment after graduation. Activities included a Volunteer Fair, Business and Law Fair, Engineering Fair and twenty-five career specific workshops.

The University's 'one-stop shop' for career planning and job search resources and information, CareerHub, continued to grow in 2014. The CareerHub received 3,389 student registrations, 351 organisation registrations, and advertised 1,523 job opportunities.

ECU's VolunteerHub, which received over 1,100 student registrations in 2014, also provided specific access to volunteering opportunities and resources for students. In 2014, 111 organisations registered on VolunteerHub with a total of 511 volunteering opportunities having been available.

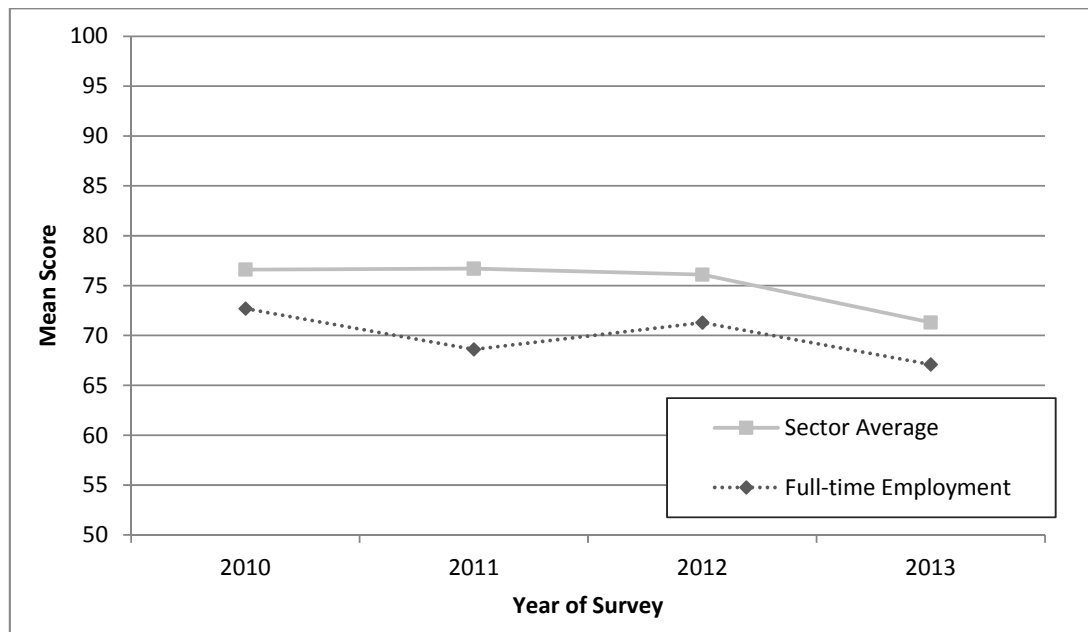
Faculty-based Career Advisers continued to support students, with in excess of 740 appointments and a range of workshops and career seminars/presentations held in 2014.

In 2014, an internal review of workplace integrated learning (WIL) recommended development of a stand-alone WIL Policy to improve risk management practices, engagement with host organisations, process of agreements and appropriate University-wide software to manage WIL placements. WIL resources were developed to support Academic staff in designing and/or revising WIL opportunities. An Australian Qualifications Framework compliance project was completed and course-level learning outcomes for WIL have been embedded in relevant courses. ECU's e-portfolio system, PebblePad, was used to help direct, document and assess WIL activities.

Improving the employment outcomes for ECU's graduates will continue to be a strategic focus for the foreseeable future, as the initiatives described above expand in scope over time to support a greater proportion of the ECU student cohort.

Graduate full-time employment outcomes, as measured by the Australian Graduate Survey, four months post-graduation, have persistently tracked below national averages as shown in Figure 5 below.

**Figure 6: ECU Full-time Graduate Employment, 2010-2013**



**Notes:** The measure reported is the Bachelor-level domestic graduates who are working full-time, as a proportion of those in, or available for, full-time work. ‘Available’ includes, in addition to those already in full-time work, those seeking full-time work who are either not working or are working part-time. ‘Bachelor-level’ includes Pass Bachelor, Honours, and Graduate Entry degrees.

## Strategic Priority 4: To strengthen research capability, capacity, translation and impact

### HIGHLIGHTS

#### **New habitats for birds**

Mine sites in WA's Pilbara region are inadvertently providing new habitats for migratory shorebirds. A study by ECU School of Natural Sciences Postdoctoral Research Fellow Dr Sora Marin-Estrella found these man-made wetlands are being utilised by shorebirds in preference to traditional intertidal mudflats, which are increasingly under threat from coastal development and climate change. The research was made possible through a collaboration with Rio Tinto subsidiary Dampier Salt.

#### **Bushfire information at click of a button**

A new website that allows the public to access bushfire information previously only available to authorities won a National iAward in 2014. ECU School of Communications and Arts PhD student Paul Haines created the MyFireWatch website as part of a collaborative ARC Linkage project between Landgate and ECU. ECU has now won National iAwards in each of the last three years.

#### **Literacy on the move**

The 'Moving on with Literacy' program, developed by ECU School of Education researchers, is designed to help children develop the specific physical skills needed to read and write, such as holding a pen and tracking eyes across a page. The program involves students singing and dancing along to action songs as modelled by their teacher. A year-long study in eight Perth schools has shown the movement program to be effective in improving students' literacy skills.

#### **Cyber security awareness in small business**

Researchers from ECU's Security Research Institute surveyed businesses in Perth's northern suburbs on their knowledge around cyber security. The research found lax security measures were commonplace among small businesses, which are the target for more than 31 per cent of all cyber-attacks. The researchers then conducted a series of workshops to educate small business owners on minimising the risks of cyber-attacks.

#### **Sensor gets to heart of the matter**

An innovative new heart rate monitor that operates under the same principles as noise cancelling headphones is under development at the ECU Electron Science Research Institute. The monitor works by isolating the magnetic field generated by a heart, and provides more detailed information than a standard electrocardiogram.

#### **Research Week**

The Joondalup, Mount Lawley and South West (Bunbury) campuses again hosted the annual [Research Week](#) in September, which celebrated the research activities and outcomes of ECU researchers of all levels, and shared their knowledge, insights and inspiration with students, staff and the wider community. ECU offered a series of events, including a lecture about the importance of science education to regional and rural Australia and another about Alzheimer's disease by WA's new Chief Scientist, Professor Peter Klinken and Associate Professor Simon Laws.

## **ECU's Key Research and Research Training Outcomes in 2014**

The University's governing Council approved two key actions for this Strategic Priority for 2014.

### **Increase engaged research funding and activity and attain the milestone targets for 2014 in Collaborative Research Networks funding for ECU.**

Engaged research funding and activity is monitored through grants forming part of the Higher Education Research Data Collection (HERDC) submission. Refer to Table 3 for more details.

Research networks within the Collaborative Research Networks (CRN) sub-projects have expanded both internally and externally and this has created new opportunities for the development of greater understanding and knowledge depth of the CRN teams' research areas. All sub-projects progressed well towards their objectives/outcomes in 2014 and highlights included:

- three successful CRN workshops on Child Mental Health and Wellbeing, Nano-electronics and Nano-photonics, and Protection of Coastal Ecosystems; and
- as a result of the CRN funding:
  - 117 journal articles and 14 book chapters have been published;
  - 52 Visiting Fellows visited ECU to discuss research projects and collaborations; and
  - 149 joint grant applications were submitted, of which 45 grants have been funded.

Initial discussions have taken place with project teams about the long-term sustainability of projects, and an outline summary has been prepared to transition each of the six sub-projects following the end of CRN funding.

### **Increase the proportion of timely research higher degree completions and effectiveness of research supervision through enhanced supervisor training and the continued application of threshold requirements for supervisor research outputs.**

The proportion of timely completions in 2014 decreased to 55% (from 67% in 2013) due to the transition of 'overtime' students through ECU's new candidature management procedures, implemented in late 2013. There were 116 completions in 2014, compared to 103 completions in 2013.

Training to support higher degree by research candidates in 2014 included: "Managing your research project for timely completions", "Completion master classes", and the "Retreat to Complete". Ten higher degree supervisor-training workshops were delivered to 136 staff (face-to-face and online).

A research supervisors' stream was introduced at the 2014 InSPIRE Research Training Conference, and several supervisor workshops (not related to compliance training) were delivered, including "Improving Supervisor Practice".

## ECU's Strategic Focus on Research and Research Training

### Research Profile

ECU seeks to be recognised for high impact research providing social, economic, environmental and cultural benefits, with eleven identified areas of research priority:

- Medical and Health Sciences, including Nursing, Neurosciences, and Human Movement and Sports Science
- Ecology, Environmental Science and Management
- Communication and Media Studies; Cultural Studies
- Performing Arts and Creative Writing
- Education
- Engineering
- Law
- Innovation, Management, and Services
- Visual Arts and Crafts, and Design
- Cyber Security
- Aboriginal Culture, Education and Health

### Research Leadership

ECU continued to build a rich research culture in 2014 by implementing new, and consolidating existing, initiatives designed to engage and support researchers, whilst expanding engagement activities with industry and government. A broad range of activities included the following highlights.

- Research translation workshops were available along with a *Research Impact Award* to encourage, recognise and reward outcomes-focused research that benefits our communities.
- A program of Master Classes was available for researchers, including a series of five *Excellence in Academe* workshops facilitated by Dr Shelda Debowski; and a grant writing workshop led by Dr Gil Stokes.
- Two Research Orientation (*You, your research and ECU*) sessions were delivered to inform researchers about the many support services available at ECU.
- An 'Early Start' grants review process, supported by internal and external peer reviews of research proposals, was developed.
- Eight 'Enterprise Tuesday' sessions were implemented, designed to introduce researchers to potential industry and government partners, as well as to encourage and inspire individuals to pursue their entrepreneurial ambitions.
- ECU students, staff, and members of the community listened to, and engaged with, Professor Margaret Seares, at the 2014 *Inspirational Leaders Seminar*.
- eResearch has expanded greatly in 2014, with a motion capture facility and a desktop eye tracking capability established at the ECU Mount Lawley Campus.
- The Centre for Innovative Practice was reclassified to a University-designated Research Centre; and the Centre for Nursing, Midwifery and Health Services was established following an amalgamation of the WA Centre for Cancer and Palliative Care and the Clinical Nursing and Midwifery Research Centre.



- ECU worked towards the establishment of a new Australian Cyber Security Research Institute to represent a co-ordinated strategic research and education effort between national cyber security agencies, industry and researchers.

### Research Funding

Total research income in 2014 is likely to be above that achieved in 2013 (\$16.5 million), based on unaudited figures as at 31 December 2014 (\$17.1 million). The Australian Government's total research block grant allocation for 2014 was \$8.5 million.

**Table 3: Research Funding by Category, 2009-2014 (\$M)**

	2010	2011	2012	2013	2014
National Competitive Research Grants	2.75	2.80	2.99	3.37	3.60
Other Public Sector Research Funding	8.30	8.40	6.32	5.82	6.93
Industry and Other Funding	4.21	4.55	4.92	5.37	4.71
Co-operative Research Centre Funding	0.05	0	1.19	1.96	1.84
<b>Total</b>	<b>15.31</b>	<b>15.75</b>	<b>15.43</b>	<b>16.51</b>	<b>17.09</b>

**Notes:** The 2014 income figures are as at 31 December 2014 and unaudited. Further analysis will be done based on the latest HERDC guidelines, which might alter research income by HERDC category for 2014. The 2013 income figures are final (audited and submitted) and differ from the provisional figures reported in the Annual Report for 2013.

**Table 4: Research Block Funding by Category, 2009-2014 (\$M)**

	2010	2011	2012	2013	2014
Joint Research Engagement Program	2.03	2.19	2.42	2.58	2.81
Research Training Scheme	4.41	4.41	4.48	4.58	4.56
Research Infrastructure Block Grant	0.37	0.47	0.51	0.44	0.44
Sustainable Research Excellence	0.45	0.52	0.71	0.71	0.72
<b>Total</b>	<b>7.27</b>	<b>7.59</b>	<b>8.12</b>	<b>8.31</b>	<b>8.53</b>

**Notes:** The 2014 income figures are for the full year.

ECU maintained its position in the top Tier Two funding group for Sustainable Research Excellence, based on Category 1 Australian Competitive Research Grant income.

### National Grants announced in 2014

Professor Lelia Green and Dr Donell Holloway from ECU’s School of Communications and Arts were awarded a \$365,211 Australian Research Council (ARC) Discovery Project grant. They will work with colleagues including Professor Sonia Livingstone, OBE, from the London School of Economics to examine family practices and attitudes around very young children’s internet use in Australia and the United Kingdom.

Two ECU projects, one to investigate how to break the cycle of welfare dependency and a second, to develop weed-zapping lasers, secured prestigious ARC Linkage Project Scheme grants worth a combined \$420,000 in 2014. The University received \$270,000 supporting a Photonic Weed Detection System, developed by Professor Kamal Alameh, that will change the way farmers target and eliminate weeds, reducing herbicide use by up to 75 per cent while also eliminating the need to ‘blanket spray’ crops. Professor Lelia Green and Associate Professor Panizza Allmark received \$150,000 for a project partnering with the St Vincent de Paul Society aimed at breaking the multi-generational cycle of poverty.

Professor Alfred Allan from ECU's School of Psychology and Social Science is also a Chief Investigator in a national team of researchers awarded \$636,590 to look at ways to reduce the risk of convicted sex offenders re-offending.

In 2014, ECU increased its strategic research investment by 2 per cent to \$10.3 million, with a focus on increasing external research collaborations and building research capacity. These funds were 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.

### Research Training

Higher Degree by Research student numbers declined between 2010 and 2013, and provisional figures for 2014 indicate a further decrease.

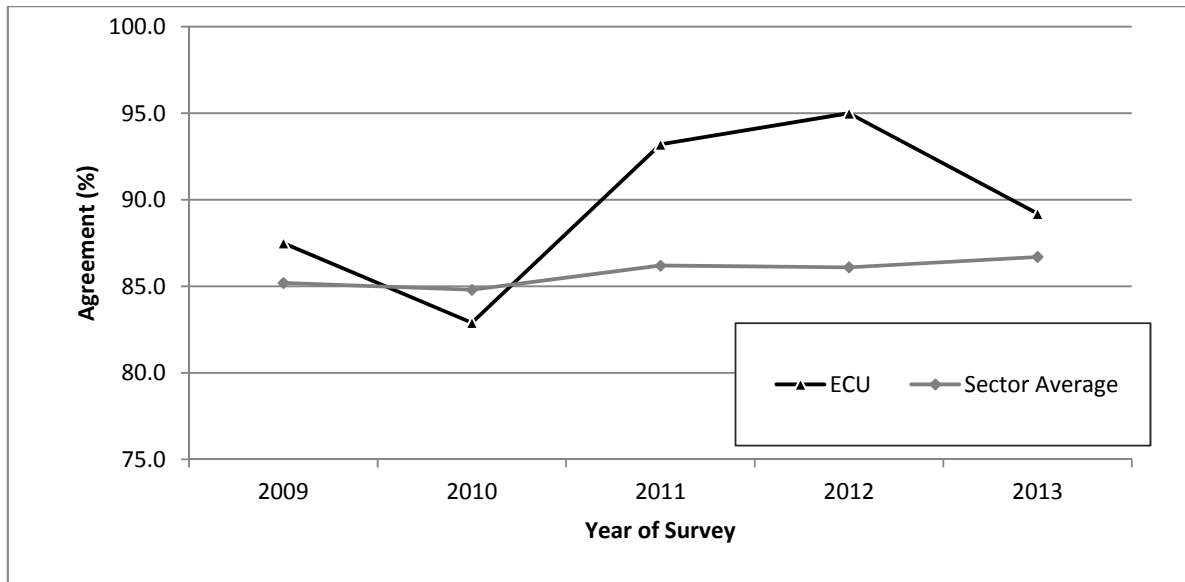
**Table 5: Higher Degree by Research Student Load, 2011-2014**

	2010	2011	2012	2013	2014
Doctorate by Research	336	347	351	330	328
Masters by Research	99	108	106	97	86
<b>Total (EFTSL)</b>	<b>435</b>	<b>455</b>	<b>457</b>	<b>420</b>	<b>414</b>

**Notes:** 2014 data is as at 12/02/2015. 2013 data is finalised and differs from the provisional figures reported in the Annual Report for 2013.

Instruments such as the International Student Barometer show that ECU’s research and higher degree students and graduates continue to rate highly the support received from their supervisors and ECU’s Graduate Research School.

Results from the Postgraduate Research Experience Questionnaire (for both domestic and international students) as shown in Figure 7 below also show high levels of student satisfaction with ECU. In each of the last three years, ECU was rated higher than the national average.

**Figure 7: Higher Degree by Research Graduate Satisfaction, 2008-2013**

**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 “agree” with the statement “Overall, I was satisfied with the quality of my higher degree research experience”. The percentage agreement is the percentage of responses that are 4 (agree) and 5 (strongly agree) on the five-point Likert scale.

ECU has expanded its scholarships programs to include a new category of ‘Industry Engagement Scholarships’, which provide PhD scholarships for specific projects in industry, community and government. The industry partner contributes support and direction to the research project, and the higher degree by research candidate has the opportunity to develop their career in research, or one in the broader economy, where their high levels of technical and analytical skills and creativity would be valuable.

The doctoral training program is also driving engagement through the [Industry and Postgraduate Research Engagement Program \(iPREP\)](#). This is an ECU initiative with all five universities in WA linking industry partners with interdisciplinary teams of PhD candidates to work on authentic industry and community issues and problems. The aim of iPREP is to familiarise industry with university research, improve employment prospects for doctoral graduates, and develop professional skills needed in industry settings.

The number of international scholarship opportunities also increased through partnerships with international institutions and foreign governments. Recruitment activity for international research students also increased through attendance at international scholarship fairs.

A project commenced in 2014 to develop a four-year research degree, which integrates research preparation (one year) and research (three years), comprising generic and discipline specific skills, into a single degree. The aim of this new degree is to provide an alternative pathway to the PhD, with the first year designed to help higher degree by research candidates build required research training skills, and scaffold their research journey for a successful PhD.

## Strategic Priority 5: To enhance organisational resilience, sustainability and reputation

### HIGHLIGHTS

#### New leader for ECU

Following a global recruitment campaign, Professor Stephen Chapman was appointed as ECU's next Vice-Chancellor, replacing Professor Kerry Cox, who retired in September 2014. Professor Chapman is currently the Principal and Vice-Chancellor of Heriot-Watt University, Scotland and has led significant improvements to the student experience, with Heriot-Watt University being named by *The Sunday Times* newspaper as the Best Scottish University for an unprecedented two consecutive years, 2011-12 and 2012-13.

#### Star support

Hollywood actor Hugh Jackman returned to ECU in May 2014 to launch the Jackman Furness Foundation for the Performing Arts. The WAAPA graduate established the Foundation with a \$1 million donation, matched by Andrew and Nicola Forrest's Minderoo Foundation. The Foundation aims to raise \$10 million over four years to support performing arts in Australia and WAAPA's performing arts projects will be funded in perpetuity through interest raised.

#### Smart travel

ECU was named the winner of the 'Achieve' category at the WA Department of Transport's TravelSmart awards. The award recognises ECU's Transport Management Group and the University's Active Transport Plan. These initiatives have resulted in more than half of all travel by students to and from the University's campuses considered "active transport".

#### Gold Medal workplace

The University was one of only three organisations to receive 'gold' recognition from the WA Department of Health's *Healthier Workplaces WA* program. The award recognises ECU's successful staff health and wellness program: *Live Life Longer*, a network of over 600 'legends' who are provided with incentives to promote the program and encourage staff involvement.

#### Welcome spaces

The first of ECU's five cultural reflection spaces opened in May 2014. *Welcome to Place*, the first reflection space, is located at the entrance to the Joondalup campus near Building 1 and welcomes students, staff and visitors onto campus, with the bilingual greetings "Wandjoo" and "Welcome". The reflection spaces support ECU's Reconciliation Action Plan and will provide a unique opportunity to learn about traditional Whadjuk Nyoongar knowledge.

### ECU's Key Organisational Sustainability Outcomes in 2014

The University's governing Council approved three key actions for this Strategic Priority for 2014.

#### Continue the implementation of the *IT@ECU for the Future* outcomes, to improve delivery of IT services and return on the University's technology investment.

The *IT@ECU for the Future* program moved into an implementation phase during 2014 and work to provide a 'virtual computing environment' for staff and students continued. Specific activities included:

- development of a business case for provision of a data centre and cloud services;
- procurement for the upgrade of the University’s wired and wireless network;
- development of a strategy and detailed roadmaps for several enterprise systems; and
- progress of a business case to move the University to a ‘desktop as a service’ model.

The University-wide approach to investment in technology capability is now embedded in University processes. For example, development of the 2015 Asset Management Plan was informed by planning and prioritisation processes conducted under the enterprise technology governance framework.

**Continue to implement strategies necessary to ameliorate the financial impact of the 2015 half-cohort of WA school-leavers.**

The financial impact of the anticipated reduction in commencing student load arising from the 2015 half-cohort has been addressed within the ECU Budget for 2015, which was approved by Council at its December 2014 meeting.

The University continues to proactively manage the challenges of the half-cohort with strategies for cost containment, resource re-alignment and enrolment growth, including:

- a Staffing Strategies Committee chaired by the Deputy Vice-Chancellor (Academic), which continues to review and approve all staff appointments;
- workforce management initiatives such as monitoring staffing profiles, leave, flexible working hours, by the Deputy Vice-Chancellor (Academic) and the Director, Human Resources;
- cessation, prior to 2015, of the Academic Initiatives Fund (4% of faculty revenue);
- a real reduction of 2% in service centre funding for 2014, requiring centres to identify productivity efficiencies and prioritise activities;
- further refinement of the Enterprise Resource Allocation Model to facilitate improved strategic budget allocation and decision-making across the University; and
- strategic sourcing initiatives to contain contract expenditure and improved cost management across the University.

**Improve Alumni engagement and deliver the outcomes of the integrated fundraising program through partnerships, fundraising and Alumni relations.**

A series of 16 alumni events were held in 2014, including careers workshops, speaker events and social events such as movie nights, comedy nights, and the flagship outdoor concert ‘Music under the Stars’.

The number of alumni in contact with the University increased from 44,500 to more than 52,500 in 2014, and almost 80 per cent of respondents to an alumni survey indicated that they felt proud to be a graduate of ECU.

The first Finding Solutions Panel Debate was held at Kurongkurl Katitjin, ECU’s Centre for Indigenous Australian Education and Research, to showcase ECU’s ability to engage with key stakeholders in solving real-world issues.

## ECU's Strategic Focus on Organisational Sustainability

This Strategic Priority comprises staffing, financial positioning, infrastructure and facilities services, and sustainability.

### Staffing

The *ECU Staffing Plan 2012-15* addresses key workforce planning and staffing strategies to 2015. This plan details the University's equity and diversity commitments in relation to its workforce, addressing the legislative requirements of the *Equal Opportunity Act 1984 (WA)*, reported to the Workplace Gender Equity Agency.

ECU continued to streamline organisational structures to improve staffing efficiency and effectiveness in anticipation of reduced Commonwealth support for universities and the direct impact on WA universities of the half-cohort. These adjustments included change management and staff reductions across most areas of the University.

ECU implemented new arrangements from the 2013 Collective Agreement including a review of staff profiles within ECU schools to identify options for alternative academic roles and streamlined academic leadership structures. ECU also continued its focus in recruitment and promotion to grow research capability and the proportion of the academic workforce with PhD qualifications.

There were 12 academic promotions to Senior Lecturer and above in 2014. As anticipated, in the period following the introduction of ECU's Academic Standards framework there have been lower applicant numbers and applicant ratios. However, success rates have recovered to 60%.

In 2014, ECU increased the representation of women at senior levels amongst both academic and professional staff, and was confirmed as being compliant with *Workplace Gender Equality Act 2012 (Cwlth)*.

The biennial staff survey was conducted in 2014. The 'Voice' survey is run at most Australian universities. ECU staff responses to the survey totalled 1303, giving a response rate of 73%, which is well above sector averages. In 2014 staff reported higher levels of engagement and commitment to ECU (77%) than their peers in other Australian universities. Satisfaction scores were highest for: organisation direction, and mission and values, and were lowest for: recruitment and selection, organisational change and involvement, and support for research.

The survey included questions relating to organisational risk factors such as equal employment opportunity culture and psycho-social workplace factors such as harassment and bullying. For the University as a whole most results were positive, although some areas were identified as requiring specific support in 2015.

A strategy to reduce excess leave accruals was implemented successfully, together with a process to monitor and prevent excessive leave balances accruing in the future.

### Strengthening ECU's Leadership Capacity

A number of significant appointments were made in 2014. These included:

- Professor Stephen Chapman, appointed as Vice-Chancellor, effective April 2015;
- Professor Lynne Cohen, reappointed as Pro-Vice-Chancellor: Engagement (Communities) and Executive Dean of the Faculty of Education and Arts;
- Ms Jenny Robertson, appointed Director, Human Resources Services Centre;
- Professor Neil Drew, appointed Professor and Director of the Australian Indigenous HealthInfonet, Faculty of Education and Arts;
- Professor Joe Luca, reappointed as Dean, Graduate Research School;
- Ms Joanne Quinn, reappointed as General Counsel, Office of Legal Services;
- Professor Clive Barstow, reappointed as Head of School of Communications and Arts, Faculty of Education and Arts;
- Professor Di Twigg, reappointed as Head of School of Nursing and Midwifery, Faculty of Health, Engineering and Science;
- Associate Professor Annette Raynor, reappointed as Head of School of Exercise and Health Sciences, Faculty of Health, Engineering and Science;
- Professor David McKinnon, appointed Professor and Director, Edith Cowan Institute for Education Research, School of Education, Faculty of Education and Arts;
- Professor Kathy Boxall, appointed Professor of Social Work and Disability Studies, Faculty of Regional Professional Studies; and
- Professor Mark Hackling, appointed as Emeritus Professor.

### Financial Positioning

The University's five strategic priorities are reflected in University-wide strategic budget allocations and in the expenditure plans of each faculty and service centre. ECU has implemented budget strategies to enable it to respond quickly to change, while progressing its Purpose, Vision and Strategic Priorities.

Budget strategies 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-savings and improved efficiencies, and through the achievement of revenue growth targets.

ECU overall financial position remained sound and the University received a "clean bill of health" from the Australian Government's Department of Education in its annual review of the financial position of Australian universities. In addition, the University once again received an unqualified external audit opinion for 2014.

Throughout 2014, ECU operated within the key budget parameters approved by Council. Performance against the 2014 financial targets set by Council was once again strong. The University posted a 2014 operating surplus of \$27.5 million for the year, which exceeded the original budget (\$17.8 million) by \$9.7 million. Total revenue for the University in 2014 was \$388 million, which exceeded the original budget (\$371 million) by \$17 million.

**Table 6: Financial Ratios, 2014**

	<b>Actual</b>	<b>Target</b>	<b>Variance/ Comment</b>
<b>Total Revenue</b>	\$388 million	\$371 million	Revenue is higher than original budget.
<b>Operating Margin</b>	7%	>4%	Operating margin is above 4% minimum target and achieved original budget.
<b>Interest cover (Debt Service Coverage Ratio)</b>	7.9 times	>3 times	Interest cover is above target of at least 3 times and exceeds original budget.
<b>Current Ratio</b>	2.5	>1.0	Current ratio exceeds minimum target of 1 and achieved original budget.
<b>Number of Weeks Revenue - Cash Assets Reserves</b>	37 weeks	>4 weeks	Number of weeks' revenue in cash is higher than the minimum 4 and exceeds original budget.
<b>Debt to equity ratio</b>	11.1%	<30%	The debt to equity ratio is well within target of less than 30%

The Financial Statements begin on page 60 of this Annual Report.



## Infrastructure and Facilities Services

ECU measures its infrastructure and facilities services performance on five measures (as follow) that are benchmarked against other Australian universities through the Tertiary Education Facilities Management Association. The latest available benchmark data is for 2013.

### Backlog Maintenance

This measure provides the ratio of backlog maintenance cost to asset replacement value and indicates that ECU continues to maintain low liability in backlog maintenance when compared to WA university averages and sector averages.

**Table 7: Backlog Maintenance (%), 2009-2013**

	2009	2010	2011	2012	2013
ECU	0.7%	0.8%	0.4%	0.5%	1.2%
WA	2.6%	2.8%	2.2%	3.5%	3.3%
Sector	5.5%	4.4%	4.3%	3.4%	4.0%

### Utilisation Rates

This measure provides the daytime utilisation of teaching spaces (% time used) as measured by audits. Results indicate that ECU has capacity to grow teaching and learning activities through improved utilisation of existing space.

**Table 8: Utilisation Rates (% time used), 2009-2013**

	2009	2010	2011	2012	2013
ECU	15.3%	21.5%	21.1%	21.4%	18.3%
WA	-	-	40.2%	42.2%	28.9%
Sector	31.3%	31.4%	35.7%	33.4%	30.3%

### Water Consumption

This measures the use of water (kL) against student load (EFTSL). Benchmarking rules were changed in 2011 and earlier figures are not comparable with those for 2011 and later. ECU performs well when compared to WA and sector averages.

**Table 9: Water Consumption (kL/ EFTSL), 2009-2013**

	2009	2010	2011	2012	2013
ECU	6.1	4.8	14.4	12.0	13.7
WA	10.4	12.5	32.6	33.0	30.1
Sector	10.3	9.9	12.4	12.0	13.6

## Waste to Landfill

This measures waste to landfill in (kg) against student load (EFTSL). In 2014, ECU completed the rollout of recycling bins within buildings that should impact positively on future results.

**Table 10: Waste to Landfill (kg/EFTSL), 2011-2013**

	2011	2012	2013
ECU	25.9	29.7	31.9
WA	44.5	30.2	30.0
Sector	52.3	47.5	44.6

## Energy Consumption

This measures energy consumption (gigajoules) against gross floor area (m<sup>2</sup>). All new buildings at ECU have been designed to use less energy. ECU performs very well compared with WA and sector averages.

**Table 11: Energy Consumption (GJ/m<sup>2</sup>), 2009-2013**

	2009	2010	2011	2012	2013
ECU	0.6	0.5	0.5	0.5	0.5
WA	0.7	0.7	0.7	0.8	0.8
Sector	0.7	0.7	0.7	0.7	0.7

## Environmental Sustainability

ECU operates under an environmental management system accredited to ISO 14001, Environmental Management Systems. This system includes programs around energy, water, waste and travel to drive improved environmental outcomes. In 2014, ECU received a TravelSmart Award from the WA Department of Transport for the University's Transport Management Group and Active Transport Plan.

## 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 assets. The framework and plan supports the University's Purpose, Vision and Strategic Priorities by delivering building infrastructure that enables ECU's core functions of teaching, learning and research.

Major building projects completed in 2014 included:

- The Joondalup Engineering Pavilion, completed to budget. The School of Engineering has moved into the facility allowing the lease of an off-campus facility to cease.
- The construction of an additional 127 student housing beds at the Joondalup Campus under a Public Private Partnership with Campus Living Villages. This will be ready for occupation in Semester 1, 2015. The project is partly funded through the National Rental Affordability Scheme.

Other major projects were at varying stages of development at the end of 2014:

- Construction of Ngoolark (Building 34 at the Joondalup Campus) remains on schedule to be completed in January 2015 and will be delivered significantly under budget.
- The ECU Health Centre (incorporating the Wanneroo GP Super Clinic) began operations in September 2014 and tenants are being sought for the unoccupied third floor, which will require fit-out. The project is currently significantly under budget.

### **IT Infrastructure**

Major IT infrastructure initiatives in 2014, that will provide a foundation for teaching and learning and research activities in the future, included the following.

- Finalisation of the procurement activity and business case relating to the provisioning of data centre and cloud services. The option of moving to an externally managed solution has been adopted and negotiations with the preferred supplier are underway.
- Evaluation of the procurement for the network replacement program commenced and the replacement of both wired and wireless networks is expected to be completed before the beginning of Semester 2, 2015.
- Implementation of new Call Centre technology was successfully completed.
- Continuation of the information security work to improve the protection of the University's network and information from the increasing number of cyber security attacks.