

SECTION 1

OVERVIEW



STATEMENT OF COMPLIANCE

Hon Peter Collier MLC
Minister for Education
10th Floor, Dumas House
2 Havelock Street
WEST PERTH WA 6005

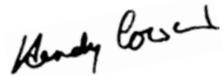
17 March 2014

Dear Minister

In accordance with section 61 of the *Financial Management Act 2006 (WA)*, we hereby submit for your information and presentation to Parliament, the Annual Report of Edith Cowan University for the year ending 31 December 2013.

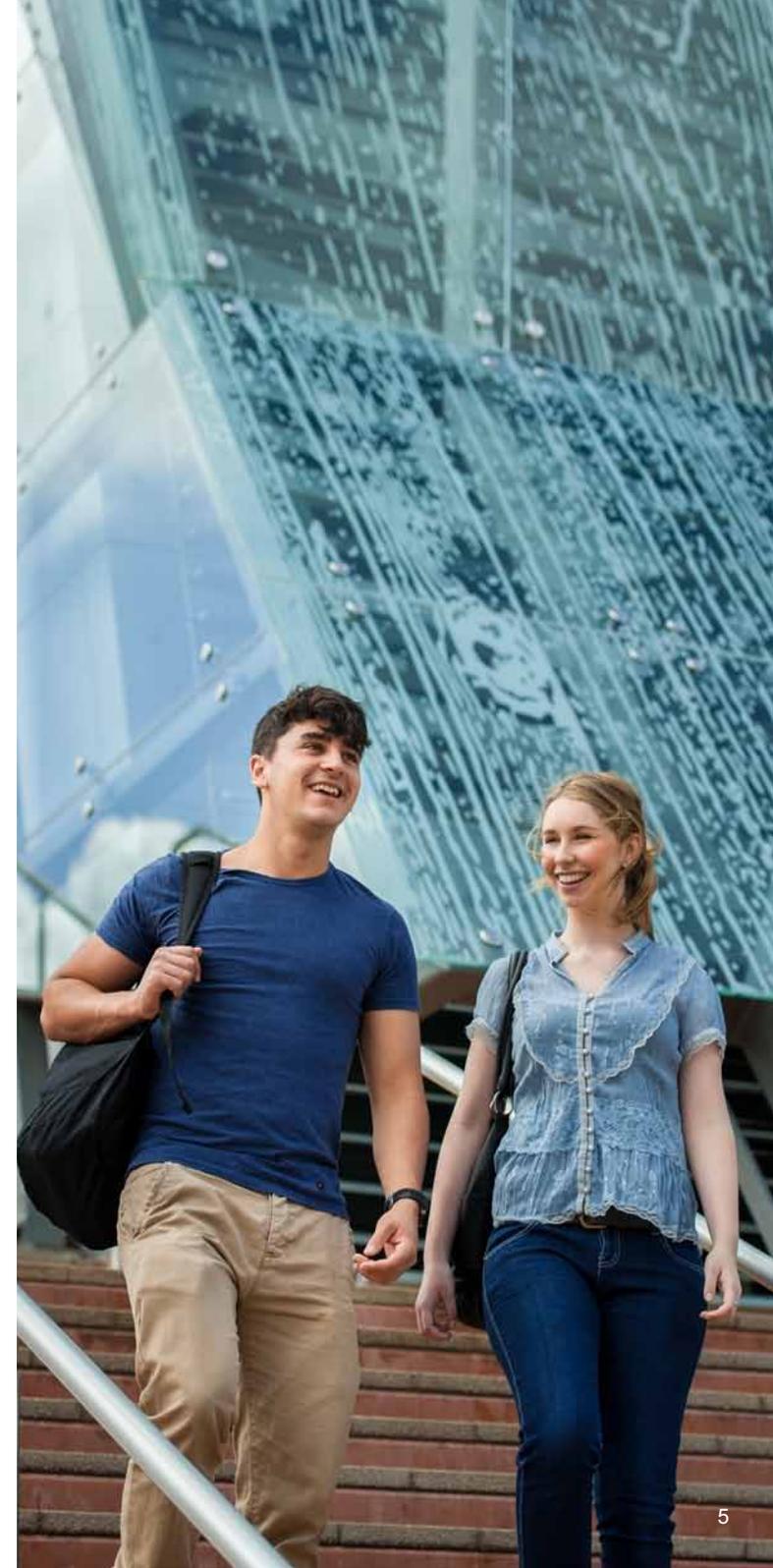
The Annual Report was prepared in accordance with the provisions of the *Financial Management Act 2006 (WA)* and is made in accordance with a resolution of the University's Council.

Yours sincerely



The Hon Dr Hendy Cowan
Chancellor
On behalf of the University Council

Edith Cowan University
270 Joondalup Drive
JOONDALUP WA 6027



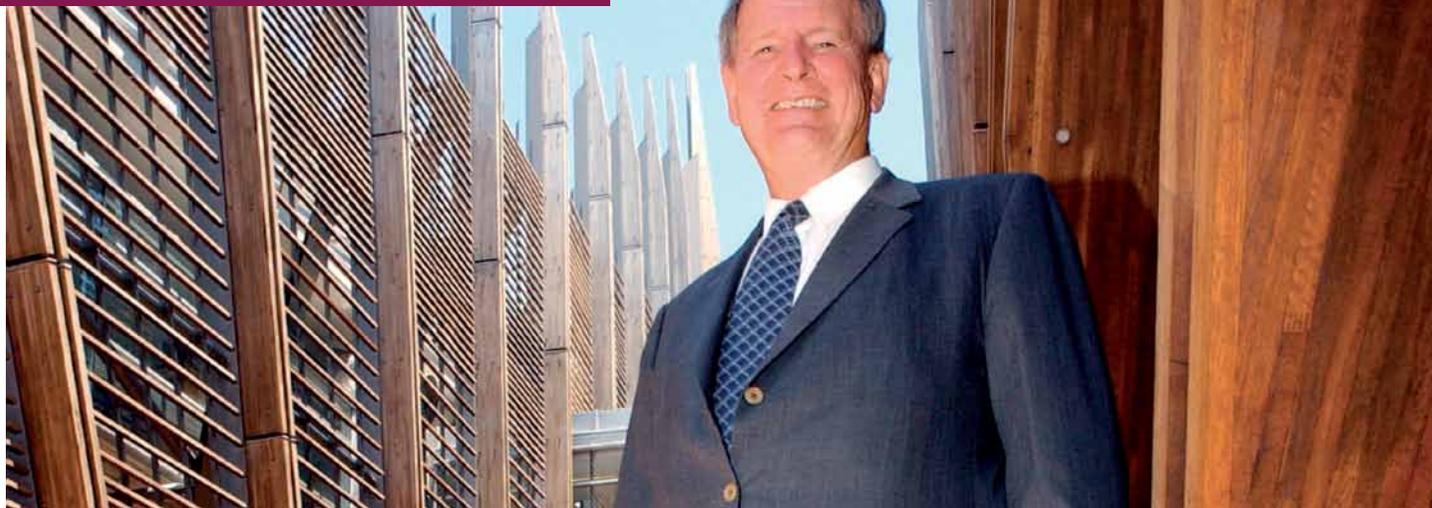
CHANCELLOR'S FOREWORD

The University Council and the senior management of the University continue to work together to support the University in achieving its objectives. I am grateful for the work of my fellow Council Members in providing a cohesive and effective governing body that interacts well with the senior management of the University.

The University, its students and staff achieved success in a number of areas. These achievements are highlighted within this Annual Report and it was a pleasure to hear of these successes at Council meetings throughout the year.

A number of key initiatives were progressed during 2013, including:

- Construction of Building 34 - which is scheduled for completion in late 2014;
- Planning for, and construction of, the ECU Health Centre - which is expected to commence operations in 2014;
- *IT@ECU For the Future*, a major project which will see a number of significant improvements to the delivery of technology services across the University;
- Progress against the University's Reconciliation Action Plan;
- The introduction of a revised performance indicator framework against which the University's ongoing performance will be measured; and
- Further work on the ECU Foundation with good progress made against the University's fundraising plan.



Council noted the continued high performance of ECU on measures of student and staff satisfaction. These survey results are only part of the information gathered by the University, and regular oversight by Council of a full range of indicators has confirmed that targets are being achieved, or substantial progress being made towards achievement.

Importantly, the University achieved its 2013 financial targets. The budget for 2014 was approved at the December 2013 meeting of Council, and will provide a sound financial basis to support the strategic goals of the University for 2014.

In looking ahead, it can be seen that the higher education sector is continuing to experience considerable change, in an environment of uncertain economic outlook and possible adjustments to higher education policy and funding. The reduced school-leaver cohort in 2015 in Western Australia is another factor that will have some impact on ECU, albeit that school leavers do not comprise the majority of ECU's students. These matters have all been addressed by the University in its planning for 2014 and beyond.

Council is fortunate to have outstanding community and business leaders amongst its members and in 2013 Council was delighted to welcome Ms Denise Goldsworthy as a member. Ms Goldsworthy brings extensive commercial experience to Council from her distinguished career within the resources sector. The re-appointments of Ms Denise McComish and Mr Simon Holthouse, and the re-election of Ms Julien Proud ensured that Council retained the valuable insight and experience of these members.

It is an honour to continue to serve as Chancellor of ECU and to work with outstanding students, staff and Council members. As will be seen from the Annual Report, our students, staff and graduates continue to achieve great results.

The Hon Dr Hedy Cowan
Chancellor, March 2014

VICE- CHANCELLOR'S EXECUTIVE SUMMARY

It has been a pleasure to witness the many successes resulting from the efforts of our students and staff, individually and jointly. A number of these achievements are highlighted under discussion of each Strategic Priority in this report. Through our teaching, research and services to our communities, we actively contribute to improvements in the wellbeing, sustainability, prosperity and inclusivity of society.

Highlights during 2013 include:

- the award-winning app developed by ECU students to track the progression of Parkinson's disease;
- the *Friendly Schools Plus* resource developed to help teachers combat cyber-bullying in schools;
- new glass developed to reduce transmission of unwanted radiation in sunlight and convert it into usable electrical energy;
- high-tech classrooms established at Ashdale Secondary College transforming the way teacher education is taught;
- enhanced volunteering opportunities for students including the Australian Indigenous Mentoring Experience;
- award-winning Journalism and Broadcasting students in the 2013 National Student Journalism Awards;
- award-winning WAAPA students and graduates;
- nursing students helping health workers in remote

villages in South East Asia establish clinics whilst undertaking community placements in Thailand, Laos and the Philippines; and

- further research into Alzheimer's disease and dementia and the treatment and prevention of serious illnesses such as cancer, through exercise.

At a time of apparently ever-increasing change locally and globally, during 2013 ECU worked strategically to be increasingly responsive to opportunities in timely ways. We have continued with extensive repositioning of the University to optimise and improve the quality and cost-effectiveness of our products and services. These changes include:

- in the Faculty of Business and Law, a re-focus of resource allocation on contemporary and strategically growing programs;
- extensive adjustments to our international operations have continued, particularly integration of the functions of student recruitment and admissions with their domestic counterparts to build the expertise to match ECU's academic capacity with the needs and interests of students from anywhere in the world;
- a rigorous new approach to supporting and monitoring course accreditation, designed to prevent accreditation issues and to maintain the high quality and good reputation of all ECU programs, including over 200 accredited courses;
- a major project to run for two to three years was started - *IT@ECU for the Future*. At a cost of several tens of millions of dollars, the outcome of this extensive enterprise change program will be to build capacity so that everyone at ECU has access to seamless, fast and reliable technology services; and
- work has continued for the third successive year in preparing the University for the anticipated likely reduction in revenue resulting from the half cohort in 2015. The approach has included significant reductions in continuing expenditure in out-years and

also strategies to reduce liabilities during 2015 by, for example, reducing accumulated leave entitlements.

An indicator of the ongoing satisfaction of our students is the five-star ratings ECU has received for the fifth consecutive year for teaching quality, generic skills, and overall satisfaction, as published in the *Good Universities Guide*.

ECU is making good progress towards achieving the University's strategic priorities. As well as the positive impact of our research on humankind locally and globally, our community engagement has also been strengthened during 2013 with the launch of the *Volunteering at ECU* project. We also continued our strategic focus on improved graduate employment outcomes in 2013 by revising the curriculum to further embed employability skills and through additional careers services and mentoring support to our students and graduates.

I look forward to my leadership role at ECU during 2014, working in partnership with my senior colleagues and members of the University Council under the wise guidance of our experienced Chancellor, the Hon Dr Hendy Cowan. I thank him for his prodigious and continued efforts on behalf of the University and congratulate him on his re-election as Chancellor for an additional three year term.



Professor Kerry O. Cox
Vice-Chancellor, March 2014

ABOUT ECU

Edith Cowan University is a large, multi-campus institution serving communities in Western Australia and internationally. The University has two metropolitan campuses at Mount Lawley and Joondalup, and also serves Western Australia's South West Region from a campus at Bunbury, 200 km south of Perth.

Granted university status in 1991, ECU offers innovative and practical courses across a wide range of disciplines and has a vibrant research culture with high quality researchers and research partners.

ECU works hard to develop productive and mutually-beneficial partnerships with its varied stakeholders.

ECU has more than 23,300 students at undergraduate and postgraduate levels. Approximately 3,600 of these are international students originating from over 100 countries.

More than 320 courses are offered through four faculties:

- Business and Law;
- Health, Engineering and Science,
- Education and Arts, which includes the Western Australian Academy of Performing Arts (WAAPA); and
- Regional Professional Studies.

ECU is committed to breaking down barriers to higher education through its school and community outreach activities, multiple entry pathways and flexible learning options.

STRATEGIC DIRECTION

Revisions to ECU's strategic direction (*Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020*) were approved by Council at its 13 December 2012 meeting. The document includes a 'Purpose', 'Vision', 'Values', and five 'Strategic Priorities' as follows:



PURPOSE, VISION AND VALUES

Purpose

To further develop valued citizens for the benefit of Western Australia and beyond, through teaching and research inspired by engagement and partnerships.

Vision

For our students, staff and graduates to be highly regarded internationally as ethical and engaged contributors to more inclusive, sustainable and prosperous communities.

Values

- **Integrity** – behaving ethically and pursuing rigorous intellectual positions
- **Respect** – valuing individual differences and diversity
- **Rational Inquiry** – motivated by evidence and reasoning
- **Personal Excellence** – striving to realise potential

STRATEGIC PRIORITIES

1. To create positive outcomes in our communities through mutually beneficial engagement.
2. To deliver accessible world-class education and an enriching student experience.
3. To enhance the personal and professional outcomes of graduates.
4. To strengthen research capability, capacity, translation and impact.
5. To enhance organisational resilience, sustainability and reputation.

ORGANISATIONAL STRUCTURE

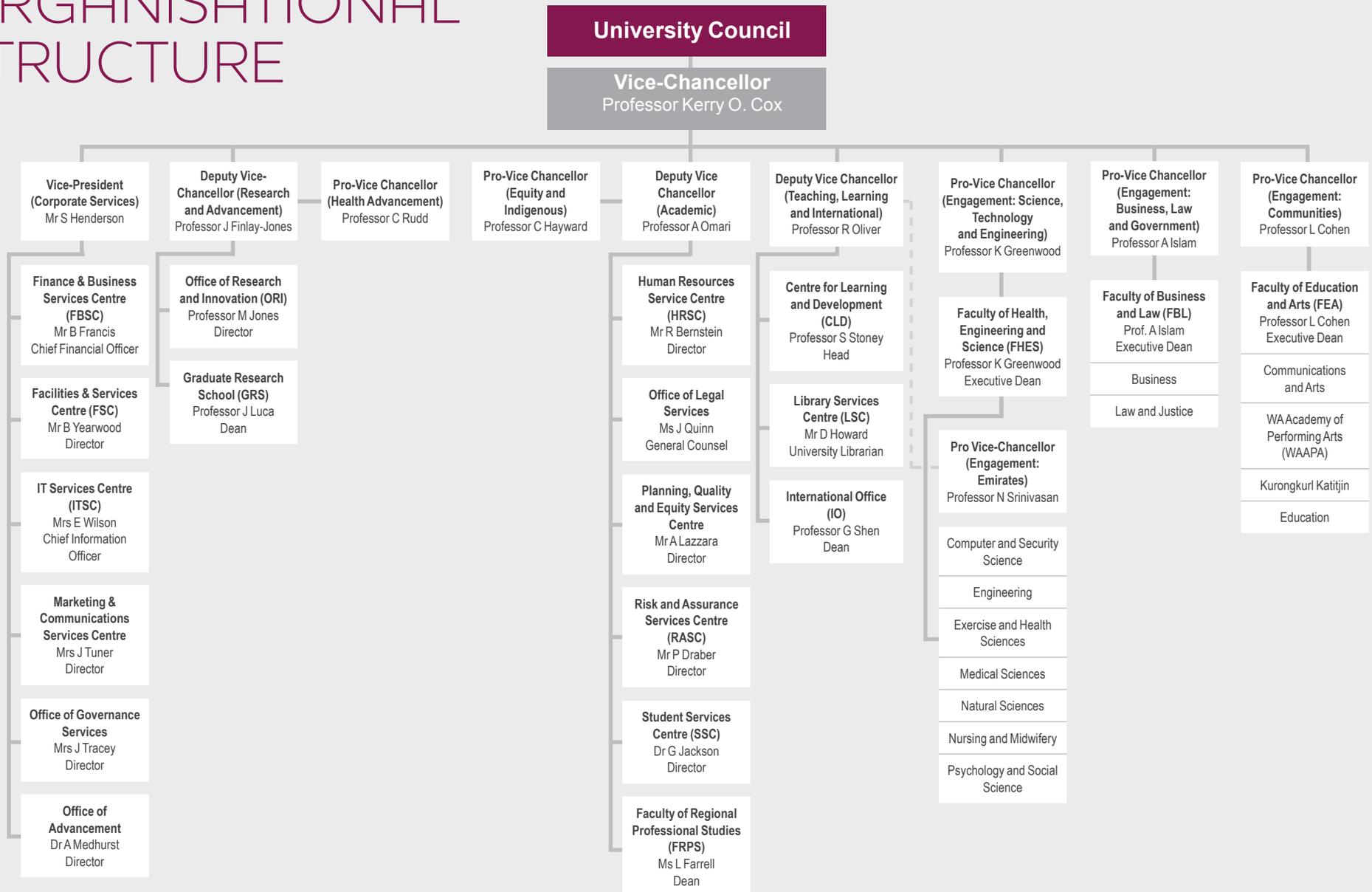


Figure 1. ECU Organisational Structure as at 31 December 2013.

COMMITTEE STRUCTURE

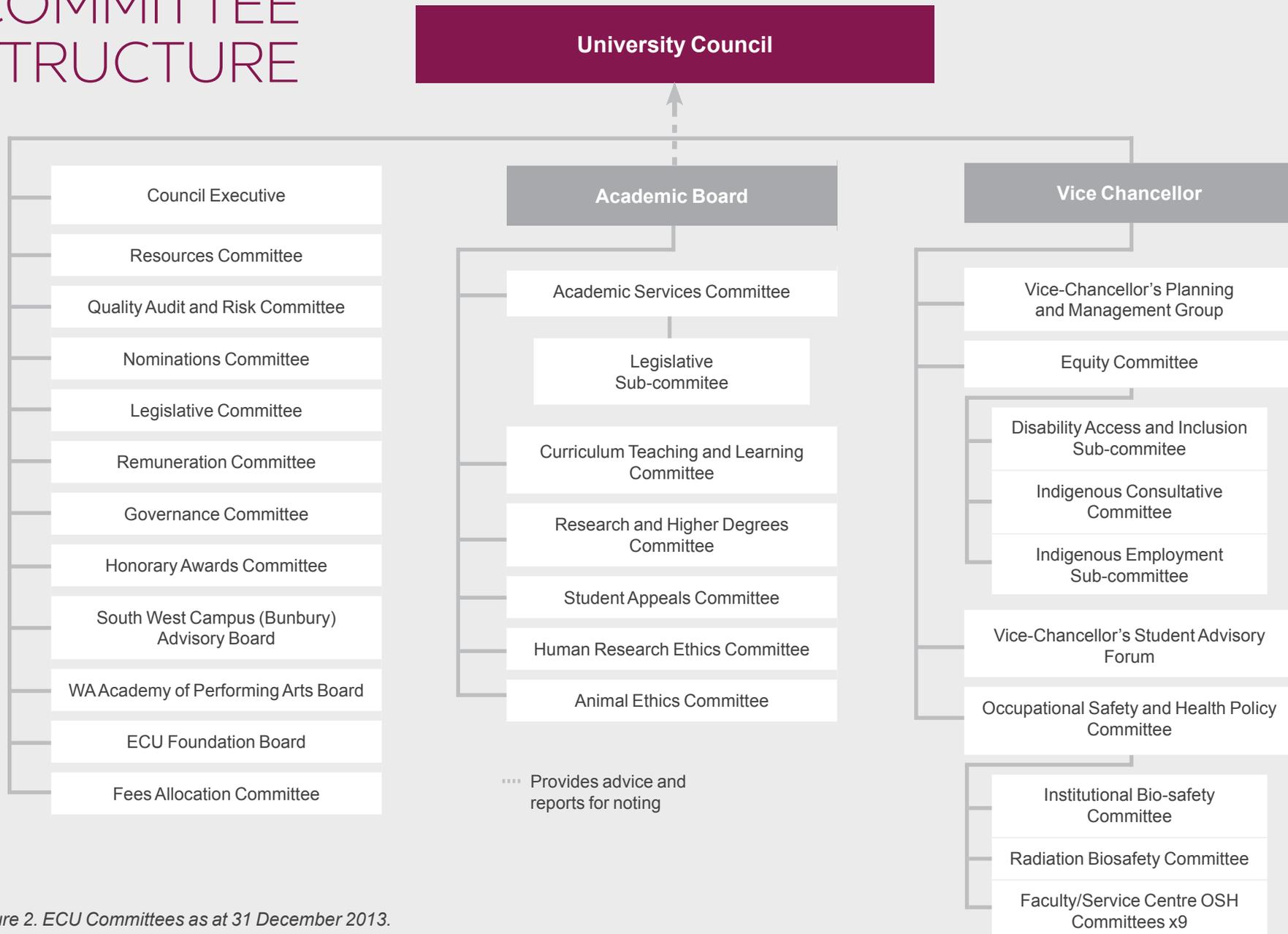


Figure 2. ECU Committees as at 31 December 2013.

GOVERNANCE STRUCTURE

COUNCIL MEMBERSHIP 2013

Member	Term	Date term commenced / ended	Council meetings attended*
Chancellor (ECU Act, section 12(1))			
Hon Dr Hendy Cowan	01.01.2014 – 31.12.2016 01.01.2011 – 31.12.2013 01.01.2008 – 31.12.2010 01.01.2005 – 31.12.2007	Current	6
Members appointed by the Governor (ECU Act, section 9(1)(a))			
Mr Eddie Bartnik	12.06.2012 – 11.06.2015	Current	6
Mr John Cahill	09.08.2011 – 08.08.2014	Current	4
Ms Leslie Chalmers	27.04.2011 – 26.04.2014 27.04.2008 – 26.04.2011 12.04.2005 – 26.04.2008	Current	4
Hon Dr Hendy Cowan <i>In his capacity of Chancellor, Dr Cowan attended all ECU Council meetings during 2013 (see above)</i>	31.01.2010 – 30.01.2013 01.03.2007 – 30.01.2010 01.03.2004 – 28.02.2007	Term ended 31.01.2013	N/A
Mr Kempton Cowan	19.12.2012 – 18.12.2015 20.12.2009 – 19.12.2012 20.12.2006 – 19.12.2009	Current	3(5)
Dr Pamela Garnett	20.09.2012 – 19.09.2015 22.09.2009 – 21.09.2012	Current	4
Ms Denise Goldsworthy	30.04.2013 – 29.04.2016	Term commenced 30.04.2013	4(4)



Member	Term	Date term commenced / ended	Council meetings attended
Member nominated by Minister charged with administration of the <i>School Education Act 1999</i> (WA) (ECU Act, section 9(1)(aa))			
Dr Norman Ashton	30.08.2011 – 29.08.2014 30.08.2008 – 29.08.2011 30.08.2005 – 29.08.2008	Current	2(3)
Chief Executive Officer – ex-officio (ECU Act, section 9(1)(b))			
Professor Kerry O. Cox	Ex-officio	Current	6
Academic Staff – elected (ECU Act, section 9(1)(c))			
Associate Professor Ute Mueller	01.10.2012 – 30.09.2015 16.05.2011 – 31.09.2012	Current	6
Professor Mark Stoney	01.10.2012 – 30.09.2015	Current	6
Salaried Staff, Other than Academic Staff – elected (ECU Act, section 9(1)(d))			
Ms Valentina Bailey	01.10.2012 – 30.09.2015 01.10.2009 – 30.09.2012 01.04.2009 – 30.09.2009	Current	4
Enrolled Students – elected (ECU Act, section 9(1)(e))			
Mr Peter Blakers	10.10.2012 – 09.10.2013	Term ended 09.10.2013	4(4)
Mr Harinderjit Gill	10.10.2013 – 09.10.2014	Term commenced 10.10.2013	1(2)
Mr Mattan Kipps	10.10.2013 – 09.10.2014	Term commenced 10.10.2013	2(2)
Ms Nadia Louw	10.10.2012 – 09.10.2013	Term ended 09.10.2013	3(4)





Member	Term	Date term commenced / ended	Council meetings attended
Alumni – elected (ECU Act, section 9(1)(f))			
Mr Brad McManus	22.12.2011 – 21.12.2014	Current	6
Ms Julien Proud	20.09.2013 – 19.09.2016 20.09.2010 – 19.09.2013 01.04.2009 – 19.09.2010	Current	5
Members co-opted by Council (ECU Act, section 9(1)(i))			
Ms Janet Curran	20.09.2012 – 19.09.2015 20.09.2009 – 19.09.2012	Current	6
Ms Kelly Hick	18.03.2012 – 17.03.2015	Current	5
Mr Simon Holthouse	12.09.2013 – 11.09.2016 12.09.2010 – 11.09.2013 12.09.2007 – 11.09.2010	Current	5
Ms Denise McComish (Pro-Chancellor since 25.08.2011)	22.03.2013 – 21.03.2016 22.03.2010 – 21.03.2013 22.03.2007 – 21.03.2010	Current	4
Dr Saliba Sassine	17.11.2012 – 16.11.2015 25.08.2011 – 16.11.2012	Current	3(5)

* Council held six regular meeting during the year. The bracketed figures indicate the potential number of attendances for members whose term of office did not cover the full year, or who had leave of absence during the year.

Additional Council membership information can be viewed at **Members of Council**.

WORK OF THE GOVERNING COUNCIL

ECU's enabling Act provides that the Council is the governing authority of the University. The fundamental responsibilities of the Council are to determine the strategic direction and governance framework of the University. The Council is chaired by the Chancellor, the Hon Dr Hendy Cowan, and consists of the Vice-Chancellor (*ex-officio*) and members drawn from the community and the University's alumni, students and staff. Council members fulfil an important duty for the University and the community and do so on an honorary basis.

The major activities of Council fall into five categories:

- Determining the strategic direction of the University;
- Management/oversight of the Vice-Chancellor;
- Self-governance of the Council and its various sub-committees;
- Providing governance of the University; and
- Ensuring compliance with the ECU Act and all other relevant legislation and statutes.

The Council met on six occasions during 2013.

STRATEGIC DIRECTION OF THE UNIVERSITY

- Major strategic issues considered by Council in 2013 included:
- *IT @ECU for the Future* – project report;
- Briefings on the performance of each of the four faculties;
- Annual report against the Reconciliation Action Plan, 2012-2015;

- 2013 Audit Operational Plan;
- ECU Performance Indicator Framework - themed reports on *Teaching and Learning; Capacity and Community Responsiveness; and Research*;
- Report on the Office of Advancement;
- Implications of the outcome of the Federal election; and
- ECU Key Actions for 2014.

To inform and enhance Council's role in shaping the strategic direction of the University, presentations were provided to Council on key issues and themes, including:

- Enrolment Functional Plan;
- Engagement Functional Plan (subsequently rescinded);
- Research and Research Training Functional Plan;
- Teaching and Learning Functional Plan; and
- Commercialisation of Research.

At its December 2013 meeting, Council considered and approved the Budget for 2014.

OVERSIGHT OF THE VICE-CHANCELLOR

Council received a report from the Vice-Chancellor at each Council meeting. This report included strategic advice and matters for information. In addition, the Vice-Chancellor reported to Council on the University's performance against its Key Performance Indicators and its Targets, as well as on the University's progress against the Key Actions which Council had set for the year.

Council approved the Vice-Chancellor's Performance Agreement for 2014. Through its Remuneration Committee, Council also received a report on the Vice-Chancellor's Performance for 2012, and set the remuneration for the Vice-Chancellor for 2013.

SELF-GOVERNANCE OF THE COUNCIL

ECU's **Corporate Governance Statement** assists current and commencing members of Council, executive management and senior staff of the University in carrying out their roles. It also helps to inform students and staff of the broader University community about governance processes at the University, and serves a similar purpose for the external community, including stakeholders such as governments.

In addition, ECU's governing Council has affirmed a commitment to monitor its performance against the *Voluntary Code of Best Practice for the Governance of Australian Universities and the Tertiary Education Quality Standards Agency Threshold Provider Standards*.

Each year Council undertakes a self-evaluation and in 2013 an online questionnaire asked members to assess their own performance and that of Council as a whole. An independent reviewer received the responses and prepared a report for the Chancellor.

The report confirmed that governance remains robust at ECU, with the skills and expertise of Council members, the leadership of the Chancellor, the monitoring of delegated responsibilities, and Council's working relationship with the Vice-Chancellor highlighted as particular strengths. The work of Council committees was also considered to be highly effective, as was the logistical and practical support offered to Council.

GOVERNANCE OF THE UNIVERSITY

Key Council activities in 2013 relating to the governance of the University included:

- Regular meetings of Council committees. Reports from these committees were subsequently provided to Council to keep it informed of activities across the academic and operational areas of the University.
- The Vice-Chancellor provided mid-year and end-of-year reports on the performance of the University against its key performance indicators.
- In June and December 2013, the Vice-Chancellor reported on progress against the Key Actions for 2013, as previously approved by Council;
- One Statute was amended and gazetted;
- Council approved an amended Guild Constitution;
- Amendments were made, as requested, to University Rules; and
- All members of Council were offered professional development opportunities throughout the year.

COMPLIANCE

The 2012 Annual Report was approved by Council and submitted to the Western Australian Minister for Education in accordance with the required timelines.

The Council's monitoring of the University, particularly through the Resources Committee and the Quality, Audit and Risk Committee, provided assurance to Council that the University has in place appropriate risk management, financial and quality controls.

At its August 2013 meeting, Council reviewed TEQSA's *Provider Threshold Standards* as they pertained to governance and noted that the University complied with the Standards.

The *Voluntary Code of Best Practice for the Governance of Australian Universities* (Item 14) requires that a university should disclose in its annual report its compliance with the Voluntary Code of Best Practice and provide reasons for any areas of non-compliance. At its August 2013 meeting, Council confirmed that it continued to comply with the *Voluntary Code of Best Practice*. Council is satisfied that the University is compliant with the new Code of Best Practice.

