

SECTION 2A

PERFORMANCE - REPORT ON OPERATIONS



STRATEGIC PRIORITY ONE: TO CREATE POSITIVE OUTCOMES IN OUR COMMUNITIES THROUGH MUTUALLY BENEFICIAL ENGAGEMENT

PUBLIC LECTURES

Several public lectures were held at ECU in 2013. Australian of the Year, Ita Buttrose AO spoke at the Joondalup Campus in July on the 'dementia epidemic' in Australia and the need for more research in this area. In November, The Right Honourable the Lord Mayor of Perth Lisa Scaffidi delivered the 2013 Vice-Chancellor's Distinguished Oration and outlined her vision for Perth as an important economic centre, and a city strong in arts and culture.

ECU SHOWCASE

Approximately 100 high school students attended the Joondalup and Mount Lawley campuses to participate in a week-long series of ECU showcase events in December 2013 aimed at building aspiration for higher education. Students from low socio-economic status backgrounds attended, including students from the Pilbara, Albany and Bunbury regions, in addition to those from the Metropolitan area. Students were able to experience life as a university student and participate in workshops in a range of academic streams.

REDEVELOPMENT OF JOONDALUP PINES

The outdoor cinema at the Joondalup Campus was upgraded in time for the beginning of the 2013 Lotterywest film season. The theatre and Edith Cowan House area are now available for use by the University and community groups outside the film season.

TACKLING CYBER BULLYING

ECU's Child Health Promotion Research Centre launched *Friendly Schools PLUS* in May, a resource giving teachers the skills to combat cyber-bullying. It is the first anti-bullying strategy for schools to be based on extensive research, and draws on 13 major research projects conducted over 15 years involving 27,000 Australian school students.

LABRATS

The Joondalup Campus hosted more than 300 secondary school students over three days for the 2013 *LabRats* community engagement initiative. This annual event provides an opportunity for students to visit the Campus and participate in hands-on science workshops led by ECU's Faculty of Health, Engineering and Science.

PARKINSON'S APP

Computer and Security Science student Jose Alvarado worked with IT engineer Robert Broadway on a tablet app that tracks the progression of Parkinson's disease. Mr Alvarado won both a WA Information Technology and Telecommunications Award (WAITTA) and a national iAward for his work in ensuring the security of the medical data in the app, which is backed up to the cloud.

ECU'S KEY ENGAGEMENT OUTCOMES IN 2013

The University's governing Council approved one key action relating to this Strategic Priority for 2013.

Action: Enhance ECU engagement activities by implementing the Wanneroo GP Super Clinic, to position ECU as a major innovator in health.

The University Council approved the facility's name as "ECU Health Centre" at its February 2013 meeting. Construction of the building commenced in January 2013. The building is on budget and on schedule to be ready for occupation by mid-2014. Negotiations for tenancy agreements within the ECU Health Centre have commenced and are expected to continue into 2014.

HIGHLIGHTS



ECU'S STRATEGIC FOCUS ON ENGAGEMENT

Significant work was undertaken by the University in recent years to embed engagement across all core functions of the University and there is clear evidence of success. As a result, ECU's Council rescinded the *Engagement Functional Plan, 2011-2013* at the conclusion of its term in 2013. All ongoing and outstanding engagement initiatives have been incorporated into the functional plans for teaching and learning, research and research training, and into 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 2013, the part-time position of Pro-Vice Chancellor Engagement (Emirates) was created by the University's Council to continue to encourage the development of programs in Dubai with Emirates Airlines and Group. This position will be filled for the next three years by Professor Nara Srinivasan, in addition to his existing duties as Professor of Security and Risk within the School of Computer and Security Science.

Engagement initiatives progressed during 2013 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 work 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.

STRATEGIC PRIORITY TWO: TO DELIVER ACCESSIBLE WORLD-CLASS EDUCATION AND AN ENRICHING STUDENT EXPERIENCE

FIVE-STAR RATING

For the fifth year in a row ECU received five-star ratings for teaching quality, overall satisfaction and generic skills, as compiled by *The Good Universities Guide* from a national survey of recent university graduates.

VIDEO CLASSROOMS

Two new high-tech classrooms, co-funded by, and operated in conjunction with, ECU, were installed at Ashdale Secondary College. The classrooms are equipped with video cameras, microphones and an observation room, to enhance skills development for ECU pre-service teachers and Ashdale's teachers.

GLOBAL INDUSTRY CHAMPION

Advertising Course Co-ordinator Diane Slade was named as a "champion of industry" by the International Advertising Association (IAA). She was the only Western Australian amongst 56 individuals from 25 countries recognised by the IAA for leadership and vision, and commitment to excellence in communications.

OFFICE OF LEARNING AND TEACHING CITATIONS

Two ECU staff were named as 2013 Citation winners by the Australian Government's Office of Learning and Teaching. Learning Skills Adviser Joanna Ashton and Centre for Learning and Development Project Manager James McCue were recognised for their outstanding contributions to student learning.

JACK THOMPSON LENDS A HAND

Celebrated Australian actor Jack Thompson was a guest of ECU in 2013. He shared his expertise with WAAPA students in the Acting for Camera master classes and in the Tool Box - Secrets of Filmmaking sessions at the WA Screen Academy.

ECU'S KEY TEACHING AND LEARNING OUTCOMES IN 2013

The University's governing Council approved two key actions for this Strategic Priority for 2013.

Action: Continue to expand e-learning and increase flexibility in programs as part of further implementation of the Curriculum Framework

The Online Project is funded through the ECU Strategic Initiative Fund and commenced in 2012. Five new online courses are under development through this project and a further three are planned, totalling 96 new units. In addition the Online Project will support enhancing and upgrading of five existing online course offerings across the faculties, totalling 43 revised units.

The expansion of e-learning has continued across the University with the development of the Bachelor of Education (Primary and Early Childhood) and the Masters of Social Work as online offerings from 2014.

Initiatives undertaken to improve the flexibility of programs have resulted in a steady increase in the proportion of student load studied in online mode (from 12 per cent in 2009 to 20 per cent in 2013). There were 1800 new enrolments into online units in 2013.

HIGHLIGHTS

Action: Further embed internationalisation of the curriculum and core operations of the University

ECU secured over \$300,000 in AsiaBound funding for 2013-2014. The Australian Government program supports practicums, clinical placements, internships, research trips and volunteer projects, as well as institution-based study for up to two semesters. In addition, up to \$20,000 of funding was made available to ECU PhD students to facilitate mobility activities as part of their research studies.

Study abroad opportunities for ECU students include activities that receive academic credit, such as practicum placements, exchange programs, and study tours. There were more than 500 exchange and study tour students in 2013, with 90 exchange partners.

All ECU undergraduate courses and postgraduate coursework courses now include learning outcomes relating to global perspectives and international awareness. The Australian Qualifications Framework (AQF) Compliance Project will support the development of these capabilities through deliberate learning activities and assessment strategies.

Resources to help ECU staff incorporate internationalisation into the curriculum were developed and delivered as a component of ECU's Role Based Development Framework.

In order to increase the number of international PhD students at ECU, new partnerships with international institutions and scholarship funding schemes were developed in 2013. These include agreements with the Vietnamese government and the China Scholarship Council. In addition, the University approved a Joint Doctor of Philosophy policy, which will enable the delivery of joint degree programs with universities outside Australia.

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 significant 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

In 2013 ECU launched its new campaign "*That's How University Should Be*", which included television, radio, outdoor signage, train and bus advertising, and digital advertising. The integration of digital marketing into overall marketing activity grew significantly in 2013. Growth continued across the social media channels: ECU's Future Students' Facebook page acquired 26,000 fans by November 2013, a 100 per cent increase on the same time last year. In 2013, Facebook fans have grown by an average of nearly 1,000 fans per month. Twitter followers grew to 2,465 (a 45 per cent increase), YouTube video views grew to 194,300 (a 75 per cent increase) and LinkedIn Company Page members grew to 3,112 members (an 85 per cent increase).

Overall, there were 60,000 prospective student enquiries from within Australia (a growth of 11 per cent on 2012), and over 1 million visitors to the future students website (a growth of 27 per cent on 2012).

A number of school engagement activities were

undertaken in 2013, 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.

Student Admissions

ECU undertook a program of review and structural reform during 2013 to significantly improve its student recruitment capability. International student recruitment is now located with domestic student recruitment in the Marketing and Communications Services Centre, consistent with the "One University: Students First" philosophy. The University is also investing in the development of a strategic business development capability to improve the return on investment of student recruitment activities and to grow the number of onshore students participating in undergraduate and postgraduate programs.

Enrolments

Full-year total student load for 2013 was estimated to be 17,680 Equivalent Full Time Student Load (EFTSL), a decline of 2.5 per cent from 2012 (18,131 EFTSL).

ECU experienced stable Commonwealth-supported student load in 2013. The introduction of student demand driven funding for Commonwealth-supported places in 2012 has had minimal impact in Western Australia, where little growth in domestic student numbers is evident. This reflects the historically lower levels of unmet demand for higher education in Western Australia.

The reduction in total student load is attributable to ECU's strategic consolidation of international offshore activities and a fall in onshore international students due to sector-wide issues related to policy changes for student visas, the strong Australian dollar and increasing competition from other international education provider countries and from countries that previously were a source of international students.

The following tables show ECU's student load for the period 2009-2013 by course award level and by funding categories.

Table 1. Student Load (EFTSL) by Course Award Level, 2009-2013

	2009	2010	2011	2012	2013
Doctorate by Research	302	336	347	351	325
Doctorate by Coursework	25	20	14	11	4
Masters by Research	78	99	108	106	95
Masters by Coursework	2,348	2,181	1,583	1,415	1,425
Postgraduate/Graduate Diploma	792	842	833	855	806
Postgraduate/Graduate Certificate	271	277	275	284	277
Bachelor	12,523	13,725	14,116	13,951	13,641
Sub-Bachelor	111	108	85	69	40
Enabling and Other	630	687	562	606	622
Vocational Education and Training	446	488	477	483	445
Total	17,526	18,763	18,400	18,131	17,680

Notes: 2013 data is as at 14/02/2014.

Table 2. Student Load (EFTSL) by Funding Category, 2009-2013

	2009	2010	2011	2012	2013
Commonwealth Grant	11,360	12,657	12,995	13,002	12,902
Domestic Tuition Fee	731	792	963	1,049	1,094
Fee-paying International on-shore	2,645	2,732	2,594	2,379	2,307
Fee-paying International off-shore	2,055	1,767	1,034	878	631
Research Training Scheme / ECU Funded	286	325	337	340	301
Vocational Education and Training	449	490	477	483	445
Total	17,526	18,763	18,400	18,131	17,680

Notes: 2013 data is as at 14/02/2014.

Retention

ECU has committed significant resources to improving the retention of students through additional student support, such as the *Connect for Success* program. This University-wide initiative offers specialised services and additional support as required, for students to progress in, and to complete, their studies.

During 2013, orientation modules such as *Balancing Life and Uni*, *Essential study skills and Basic computing skills* were made available online and video information was embedded in the ECU website and on Youtube. The Student Guide, which provides orientation and transition information, is now also available electronically.

Peer mentoring has also been used as a successful 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 (RaPTS) initiative is one such example and mentee numbers increased across most areas of the University in 2013. A number of successful ECU school-based peer mentoring programs were also available.

Peer support continued to be provided to postgraduate research students through the Graduate Research School's Support-Opportunities-Advice-Resources (SOAR) Centre. Since 2009, 46 SOAR Ambassadors have been employed on a casual basis to provide cultural, academic and campus transition support to Higher Degree by Research and Bachelor Honours students.

The 2013 retention rate for ECU students who commenced in 2012 increased slightly compared with the previous year's results (see Report on Key Performance Indicators beginning on page 34).

New Course Offerings in 2013

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 introduced in 2013 included:

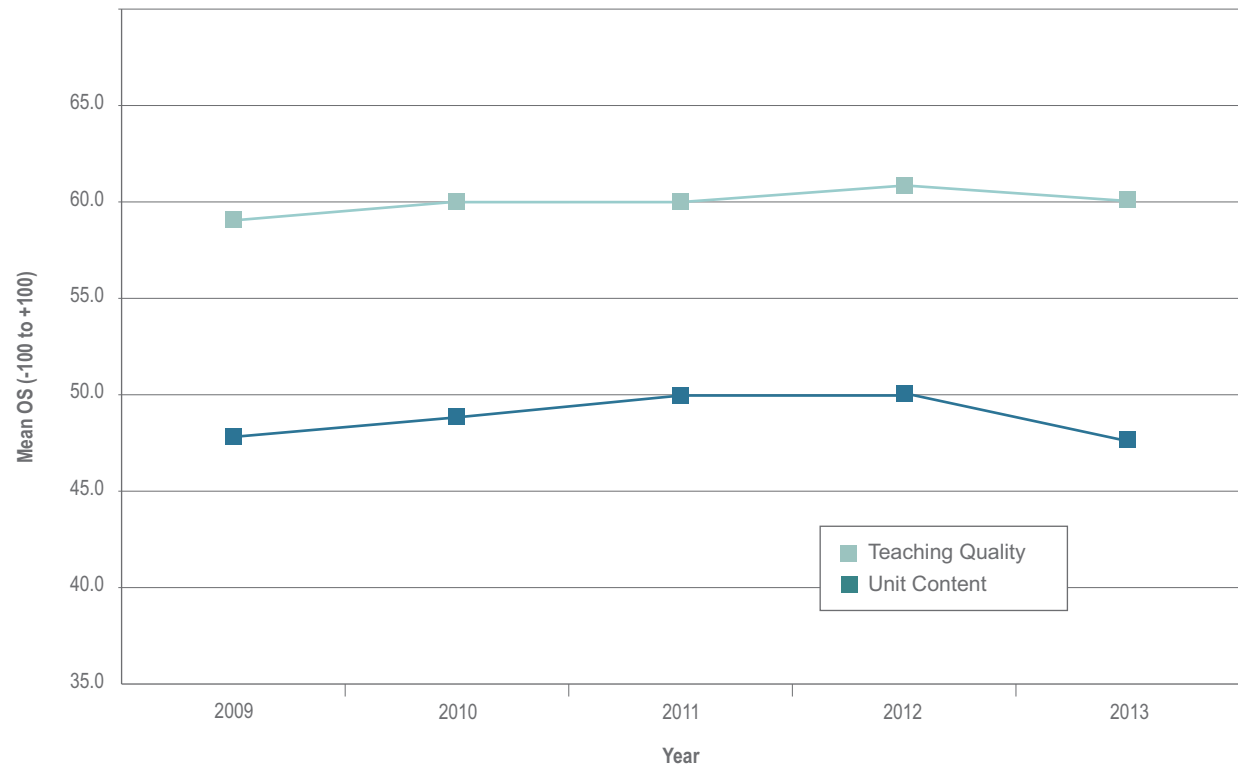
- University Preparation Course (Engineering and Technology);
- Bachelor of Arts (Acting);
- Bachelor of Engineering (Chemical);
- Bachelor of Medical Science;
- Bachelor of Performing Arts;
- Graduate Certificate in Patient Safety and Clinical Risk;
- Masters of Midwifery Practice;
- Masters of Psychology (Community);
- Masters of Teaching (Secondary); and
- Doctor of Health Science (Clinical Leadership and Management).

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.

Student satisfaction with teaching quality and with unit content (as measured by the UTEI) slightly decreased in 2013, but continued the trend of high results over the time-series.

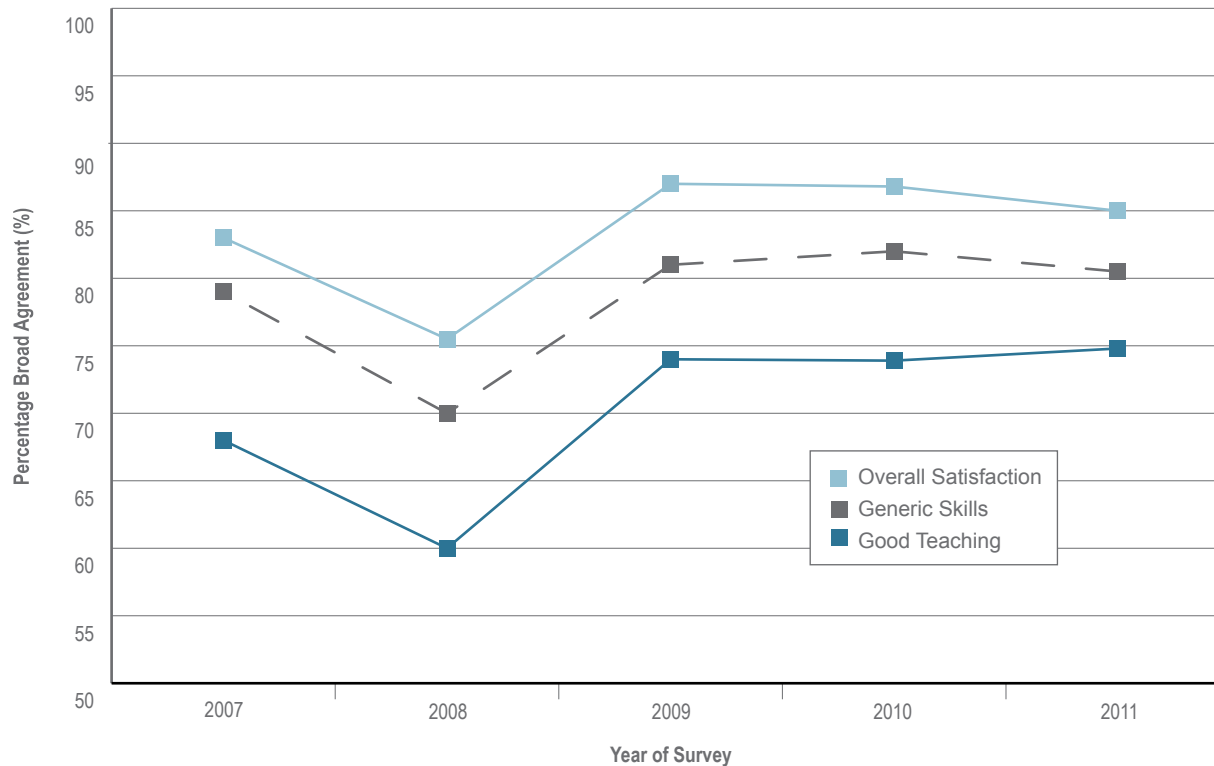
Figure 3. Unit and Teaching Satisfaction, 2009-2013



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 11th nationally for Overall Course satisfaction. On Good Teaching satisfaction ECU was ranked 4th nationally and was the second highest rank of all WA universities. On Generic Skills satisfaction ECU was ranked 9th nationally. ECU was consistently above the State and national averages for these indicators.

Figure 4. Graduate Satisfaction, 2008-2012



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 University Experience Survey (UES) was conducted at all Australian universities for the second time in 2013. The satisfaction of undergraduate students was 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 and action report will be prepared in early 2014 to help inform improvement plans by relevant service centres and faculties.

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 34.



STRATEGIC PRIORITY THREE: TO ENHANCE THE PERSONAL AND PROFESSIONAL OUTCOMES OF GRADUATES

VOLUNTEERING AT ECU PROJECT

The *Volunteering at ECU* project was launched in May 2013 and provides opportunities for ECU students to volunteer to improve their employability skills through community engagement. To date almost 400 ECU students have registered for volunteering opportunities through the new Volunteering Hub and website. ECU students have been involved in a range of volunteering programs including the Australian Indigenous Mentoring Experience (AIME), where 34 ECU students have mentored 94 Indigenous high school students and ECU Mates, where 150 ECU students have mentored 150 high school students from a low socio-economic status background.

HIGHLIGHTS

ECU'S KEY GRADUATE EMPLOYMENT OUTCOMES IN 2013

The University's governing Council approved one key action for this Strategic Priority for 2013.

Action: Implement improvement strategies for workplace integrated learning, careers, volunteering and student leadership to support improvements in graduate employment outcomes at all course levels

ECU closely monitors results from the Graduate Destination Survey, which provides data on the type of work, further study and other post-study activities graduates are involved in. ECU's graduate full-time employment rate in the 2012 Graduate Destination Survey showed a slight improvement of 2.7 percentage points when compared to the previous year's result. However further improvement is required and in December 2012, in acknowledgement of the need for a renewed focus on graduate outcomes, an additional Strategic Priority was established.

ECU is continuing to develop new approaches to improve its graduate employment outcomes through a range of strategies embedded in the curriculum and provided through support and service structures. Some of these are outlined below.

ECU's Careers and Leadership Service Unit, established in 2013, engaged with key stakeholders to develop appropriate career-based programs for ECU students and graduates. This included career events, presenting workshops to cohorts of students and the *Volunteering at ECU* project.

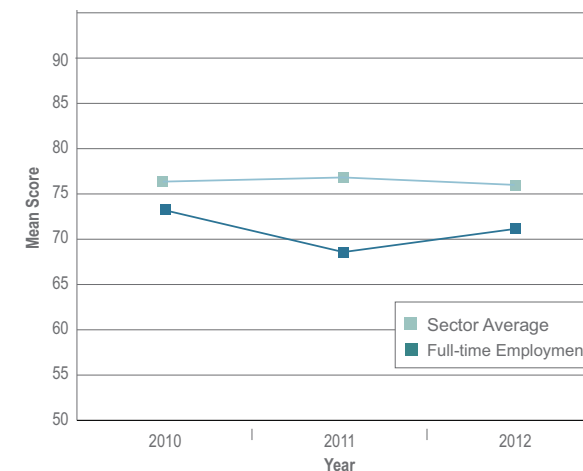
ECU Career Advisors from the Unit also engaged academics in each of the faculties through the academic mentoring program and trained mentors to improve the employability skills of students from their first to their final year.

As part of the Australian Qualifications Framework (AQF) Compliance Project, ECU courses are assessed

for course-level learning outcomes and ECU's focus on graduate employability outcomes (including workplace-integrated learning) is incorporated into this work. Using the Blackboard Outcomes module, work continued in 2013 to map course-level outcomes to core units and to gather evidence to support how students will achieve these outcomes.

Analyses of ECU graduate outcomes conducted in late 2012 (via a telephone survey and also the Beyond Graduation Survey results) confirmed that graduate employment levels improved considerably between four months and 12 months post-graduation and that over the longer term, ECU graduate employment rates are at the sector average.

Figure 5. ECU Full-time Graduate Employment, 2010-2012



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' means those who are seeking full-time work, but are either not working, or are working part-time. This is a slightly amended measure compared with that of previous years, which excluded from the denominator those seeking full-time work if they were also prepared to consider part-time work. This brings ECU's measure into line with others in the sector, however only a three-year time series is available.

STRATEGIC PRIORITY FOUR: TO STRENGTHEN RESEARCH CAPABILITY, CAPACITY, TRANSLATION AND IMPACT

ECU'S KEY RESEARCH AND RESEARCH TRAINING OUTCOMES IN 2013

The University's governing Council approved one key action for this Strategic Priority for 2013.

Action: Attain the actions set for 2013 in the Collaborative Research Networks (CRN) funding for ECU, and continue to build areas of research concentration, depth and impact.

The Collaborative Research Networks (CRN) program is an Australian Government initiative to assist universities to develop research capacity through sustained collaborations.

ECU's six sub-projects within the CRN network progressed well towards completion of their objectives and outcomes. These objectives and outcomes are measured by 14 Key Performance Indicators (KPIs) within the CRN agreement and the majority have already been achieved or targets exceeded, while the remaining KPIs are likely to be achieved by the revised end date of the CRN agreement (May 2016).

The collaborative relationship between iVEC @ ECU and the CRN sub-projects continued to be developed with new infrastructure and support being provided (e.g. data storage).

The central CRN team will sponsor more interstate HDR students (one per sub-project) to attend the 2014 Inspire Summer School. This event is an inter-university summer school bringing together postgraduate students from the five WA universities to promote high quality, collaborative and interdisciplinary research.

By the end of 2013, 66 journal articles had been published or submitted for publication and 21 of the 72 grant proposals submitted were successful.

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
- Biological and Environmental Sciences
- Language, Communication and Culture
- Studies in Creative Arts and Writing
- Education
- Engineering
- Law and Legal Studies
- Commerce, Management, Tourism and Services
- Built Environment and Design
- Security
- Indigenous Studies

SEAGRASS AS BLUE CARBON STORAGE

A study by ECU's Centre for Marine Ecosystems Research found there could be more than 150 million tonnes of carbon stored in more than 92,500 km² of seagrass around Australia's coastline. The study is one of the first to examine the blue carbon storage capacity of Australia's seagrass meadows.

LASER-GUIDED HERBICIDES

The Photonic Weed Detection System is set to change the way farmers kill weeds, reducing herbicide use by up to 75 per cent and eliminating the need to blanket spray crops. The system, developed by ECU and the Photonic Detection Systems (PDS) Pty Ltd, uses lasers to target and spray weeds within crops with extreme accuracy.

LANDMARK SEX OFFENDER STUDY

Foundation Chair in Social Justice, Professor Caroline Taylor AM led a landmark study of WA's sex offender registry. The website is the first of its kind in Australia and one of only a handful of public sex offender registries in the world. The study aims to quantify the effectiveness of the website from the community's point of view.

HIGHLIGHTS

ENGAGED RESEARCH

ECU and Tropiglas Ltd collaboration

Professor Kamal Alameh and his team have developed an innovative transparent film embedded into glass that deflects ultraviolet light and captures and converts it into electrical energy. The glass is currently being trialled in the new Government Communications and Information Systems office building in Pretoria, South Africa.

www.ecu.edu.au/community/partnerships/science/selective-sunshade-glazing-project

Spotting risks in the workplace

School of Business researcher, Dr Sue Bahn, is the inventor of the Riskspotter© tool, that trains staff to identify and rectify occupational, safety and health risks in the real world. The tool has application across the global mining, construction and industrial production sectors and beyond, potentially improving the work safety environment for tens of thousands of workers.

www.ecu.edu.au/schools/business/research-activity/projects/riskspotter/about

Research Leadership

ECU continued to build a rich research culture in 2013 by implementing multiple new initiatives designed to engage and support researchers.

A comprehensive program of *Master Classes* for researchers was implemented in 2013, providing professional development opportunities such as:

expanding their networks; improving their grant writing skills; and planning for a successful career in research. For the first time, two Research Orientation (*You, your research and ECU*) sessions were delivered to inform researchers about the many support services available to them at ECU.

ECU students and staff, as well as members of the community, attended the inaugural *Inspirational Leaders Seminar* series. Speakers were Denise Goldworthy (then incumbent Chief Commercial Officer, Rio Tinto Autonomous Haul Trucks), Dr Carolyn Patteson (Executive Manager, Computer Emergency Response Team (CERT) Australia), and The Right Honourable the Lord Mayor of Perth, Lisa Scaffidi.

Building research collaborations is a priority for ECU and this initiative is being supported through the *ECU Capability Enhancement Scheme*, designed to provide seed funding to assist researchers to visit collaborators' research institutes, or to invite them to ECU. More than \$70,000 was dispersed in the first round of this competitive funding in 2013.

Research Funding

Total research income in 2013 is likely to exceed that achieved in 2012 (\$15.4 million), based on unaudited figures as at February 2014 (\$16.3 million). The Australian Government's total research block grant allocation for 2013 was \$8.3 million.

Table 3. Research Funding by Category, 2009-2013 (\$m)

	2009	2010	2011	2012	2013
National Competitive Research Grants	2.91	2.75	2.80	2.99	2.99
Other Public Sector Research Funding	7.71	8.30	8.40	6.32	6.96
Industry and Other Funding	2.01	4.21	4.55	4.92	4.91
Co-operative Research Centre Funding	0.18	0.05	0	1.19	1.40
Total	12.81	15.31	15.75	15.43	16.26

Notes: the 2013 income figures unaudited as at 20/02/2014. Further analysis is also required based on the latest HERDC guidelines, which might alter research funding by category income for 2013. The 2012 income figures are final (audited) and differ from the provisional figures reported in the Annual Report for 2012.

Table 4. Research Block Funding by Category, 2009-2013 (\$m)

	2009	2010	2011	2012	2013
Joint Research Engagement Program	1.87	2.03	2.19	2.42	2.58
Research Training Scheme	4.38	4.41	4.41	4.48	4.58
Research Infrastructure Block Grant	0.39	0.37	0.47	0.51	0.44
Sustainable Research Excellence	-	0.45	0.52	0.71	0.71
Total	6.63	7.27	7.59	8.12	8.31

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

In 2013 ECU increased its strategic research investment by 4 per cent to \$10.2 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.

NATIONAL GRANTS ANNOUNCED IN 2013

A research project to better understand the role exercise plays in counteracting the sexual dysfunction associated with prostate cancer was awarded \$561,844 by the NHMRC. Led by Health and Wellness Institute Director Professor Daniel Galvão, Foundation Professor of Exercise and Sports Science Rob Newton and Senior Research Fellow Dr Prue Cormie, the project collaborates with Griffith University, the University of Newcastle and the Metropolitan Health Service.

Dr Donell Holloway was awarded a Discovery Early Career Researcher Award from the Australian Research Council to investigate whether primary school children have the skills to negotiate social media. The project *Digital Play: Social network sites and the well-being of young children*, was awarded \$383,899.

RESEARCH TRAINING

Growth in Higher Degree by Research student numbers has been steady since 2009, although provisional figures for 2013 indicate a modest decline.

Table 5. Higher Degree by Research Student Load, 2009-2013

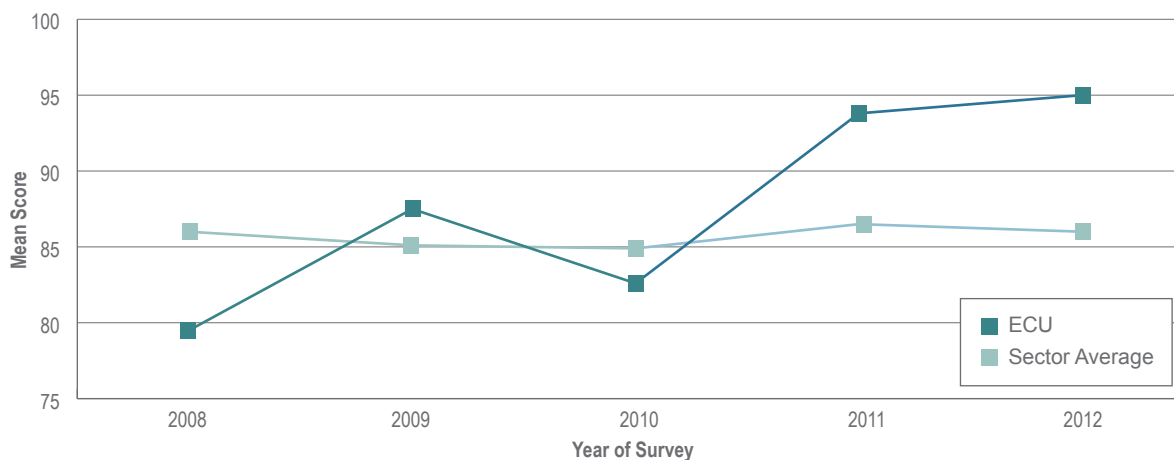
	2009	2010	2011	2012	2013
Doctorate by Research	302	336	347	351	325
Masters by Research	78	99	108	106	95
Total (EFTSL)	380	435	455	457	420

Notes: 2013 data is as at 14/02/2014. 2012 data is finalised and differs from the provisional figures reported in the Annual Report for 2012.

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.

The Postgraduate Research Experience Questionnaire (for both domestic and international students) also shows high levels of student satisfaction with ECU. For the last two years ECU was rated significantly higher than the national average.

Figure 6. Higher Degree by Research Graduate Satisfaction, 2008-2012



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 scholarship opportunities increased for domestic Higher Degree by Research candidates in 2013, with the introduction of 'Inspiring Minds' Scholarships, worth \$40,000 per annum for those wishing to work in ECU's nominated areas of research priority. 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.

Enhancing the research experience through support for student mobility was a focus in 2013. Three international and two national placements were funded through a newly established Mobility Grant. Eight ECU students were invited to participate in a collaborative "Writer's Retreat" with Victoria University. There was excellent feedback from the retreat, in particular the opportunity to collaborate across institutions, and the opportunity to get targeted writing development training.

A project commenced in 2013 to better support doctoral candidates to successfully complete in a timely manner. PhD candidates will be assisted in developing an individual learning plan in consultation with their supervisor panel, to identify areas for skills development, and set out as a structured and comprehensive plan for learning.

In 2013 ECU completed two projects funded by the Australian Government's Office of Learning and Teaching (OLT). The Good Practice Framework for promoting institutional research training quality is now hosted on the OLT website. It is also the basis of an institutional research training benchmarking exercise with four other universities, to be completed in early 2014. The other OLT project completed in 2013 was a national 'toolkit' of resources to help support academics that are new to postgraduate supervision.

RESEARCH WEEK

The Joondalup, Mount Lawley and South West (Bunbury) campuses again hosted the annual **Research Week** event in September, with seminars, presentations and exhibitions to inspire the next generation of researchers. The ECU *Three Minute Thesis* Competition showcased research undertaken by Higher Degree by Research candidates. School of Communication and Arts PhD candidate Sian Teague won the ECU competition for her presentation on her research, which looks at how writing memoirs can help people overcome their experiences with trauma.

STRATEGIC PRIORITY FIVE: TO ENHANCE ORGANISATIONAL RESILIENCE, SUSTAINABILITY AND REPUTATION

ECU'S KEY ORGANISATIONAL SUSTAINABILITY OUTCOMES IN 2013

The University's governing Council approved five key actions for this Strategic Priority for 2013.

Action: Implement strategies to improve organisational productivity and government relations in preparation for the financial impact of the 2015 half-cohort of WA school-leavers.

The financial impact of anticipated revenue reductions arising from the 2015 half-cohort as well as the Australian Government's 'Efficiency Dividend' on university teaching and research grants have been

addressed within the ECU Budget for 2014, approved by Council at its December 2013 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:

- the establishment of a Staffing Steering Committee chaired by the Deputy Vice-Chancellor (Academic) to review and approve staff appointments and workforce management initiatives to monitor staffing profiles, leave and reduced working hours;
- further refinement of the Enterprise Resource

Allocation Model to facilitate improved strategic budget allocation decisions to be made across the University;

- a Strategic Sourcing Project to contain contract expenditure and improved cost management across the University; and
- the realignment of international student recruitment and admissions activities within the Marketing and Communications Service Centre and Student Services Centre to improve the efficiency and effectiveness of international activities.

NEW STUDENT HOUSING

Work commenced in 2013 on a new 127-bed development on the Joondalup Campus. Campus Living Village will invest \$17 million in the state-of-the-art building located adjacent to the existing 148-bed student village on the eastern side of the Campus.

BIGGEST OPEN DAY YET

More than 13,000 future students, their families and friends attended the Joondalup Campus and Mount Lawley Campus Open Days in 2013 - the largest attendance yet. These student recruitment events involved hundreds of staff and student volunteers to help showcase the University and its courses.

CLOSER TIES WITH CHINA

ECU Vice-Chancellor and President Professor Cox led an ECU delegation on a three-week visit to Southwest China. Visiting 11 universities in the region, the delegation explored further opportunities for student exchange, degree articulation and research collaboration and signed several memoranda of understanding.

NEW JOONDALUP CAMPUS FACILITIES

Work continued on Building 34, a \$72 million project providing a multi-storey administration building, café and campus street for the Joondalup Campus. The project is scheduled for completion in late 2014.

HIGHLIGHTS

Action: Commence implementation of the IT@ECU for the Future project, to better support contemporary learning, teaching and research

The four elements of *IT@ECU* for the Future; Enterprise Architecture, IT Governance, the IT Service Catalogue and the ITSC Operating Model were completed in 2013. This marked the close of the *IT@ECU* for the Future project, which will move to implementation in 2014. Key outcomes from the project will include: “architectural roadmaps” to support each of the functions of the University; new IT governance protocols to improve returns on technology investment; and improved support for student and staff users of technical services.

Action: Direct income from the Student Services and Amenities Fee to support improved student services and outcomes, in consultation with the Guild

The University continues to enjoy good relations with the ECU Student Guild. A consultation process on the allocation of the Student Services and Amenities Fees (SSAF) funds was completed and a Fees Allocation Deed agreed and signed between the University and the Guild. Council approved allocations for 2013 at its April 2013 meeting.

These allocations provide significant additional funding to the Guild and support both the Guild’s and the University’s efforts to improve student services and outcomes. More than three quarters of the SSAF income will be directed to: providing students with help to obtain employment or advice on careers (25 per cent); supporting sporting, or other recreational activities for students (24 per cent); promoting the health and welfare of students (19 per cent); and supporting the production and dissemination of media to students, for content provided by students (10 per cent). The remainder of the funding will be applied to a variety of projects as agreed between the University and the Guild, and in accordance with Federal guidelines governing the use of the SSAF funds.

As required by the Fees Allocation Deed, the Guild provided quarterly reports to the University on the services undertaken by the Guild and the associated expenditure.

Action: Develop and commence implementation of an integrated fundraising program and strengthen links between advancement and engagement through partnerships, fundraising and Alumni relations

ECU has undertaken extensive consultation with its alumni to understand and secure their long-term engagement with the University. In 2013 ECU began to establish programs and activities that reflect alumni feedback. Initiatives included:

- a review of the Alumni Benefits program, which has led increased participation;
- facilitating alumni-student interactions to support and enhance employment outcomes for ECU graduates through mentoring programs. More than 40 ECU alumni have agreed to take part;
- the introduction of a regular bi-monthly Alumni e-News; and
- the introduction of a six-monthly International e-News for alumni located overseas.

A substantial program of engagement activities was undertaken to identify and cultivate potential supporters. Events in 2013 included:

- ‘ECU at The Ellington Club’ as part of the Perth International Jazz Festival (May);
- the WAAPA mid-year Musical (June) and VIP Reception for supporters;
- the Community Campus Dash (October), which promoted the benefits of exercise and raised just under \$4000 for the ECU Health and Wellness Institute; and
- ECU’s signature alumni event, ‘Music Under the Stars’ (November). Over 1,000 alumni and community

members were welcomed to the Joondalup Campus for an evening of outdoor entertainment.

A number of new corporate partnerships were developed in 2013 and existing sponsors were engaged with on a regular basis to safeguard these partnerships as ongoing and sustainable relationships.

Action: Continue a pro-active approach to quality, including through implementation of the ECU Excellence Framework and relationship building with the Tertiary Education Quality and Standards Agency (TEQSA).

The ECU Excellence Framework (ECUEF) policy was launched in July 2013. The ECUEF was incorporated into a range of quality processes including course accreditation, consultative committees and school reviews. Work will continue in 2014 to incorporate the framework into unit and course reviews, research centre reviews, staff performance management and annual reviews.

The inaugural meeting of the Quality and Performance Advisory Group was held in September 2013. This Group will meet biannually and will provide advice to the Vice-Chancellor and the Vice-Chancellor’s Planning and Management Group on matters relating to quality processes and the ECUEF.

ECU continued to engage with TEQSA as required, on applications relating to the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) and in responding to requests for information on accreditation matters.

ECU’S STRATEGIC FOCUS ON ORGANISATIONAL SUSTAINABILITY

This Strategic Priority comprises four elements:

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

STAFFING

The University continues to implement the *ECU Staffing Plan, 2012-15* that covers the key workforce planning and staffing strategies to 2015. This plan also incorporates the University's major equity and diversity commitments in relation to staffing, addressing the legislative requirements of the *Equal Opportunity Act 1984 (WA)*.

The Collective Agreement was re-negotiated in 2013 and a new single Academic and Professional Staff Union Collective Agreement, 2013 was finalised, combining the previously separate academic and general staff agreements. The Agreement includes a four per cent per annum pay rise for four years, and provides increased flexibility and focus around academic roles and more flexible contract arrangements.

The Academic Standards and Performance Expectations and Outcomes (ASPEO) Framework was incorporated into the new Agreement as well as into: Academic Staff Promotion assessment criteria; the Management for Performance process; and Academic workload planning.

Initiatives in the revised *Indigenous Employment Strategy and Action Plan, 2012-2015* were implemented during the year including a major review of practices, revised targets and the filling of five new positions and five traineeships. The strategy is on track to meet the target of 15 new Indigenous staff appointments, plus 10 new traineeships by 2015, including the award of an Indigenous Researcher Fellowship.

The ECU Wellness Program achieved special commendation in the 2013 *Best Practice in Health & Wellbeing IPAA-WA* awards. The number of participants at Wellness sessions has increased by 130 per cent since 2009 and the University sponsorship of the Global Corporate Challenge saw it achieve the title of most active Western Australian University, with ECU's largest participant numbers to date (756 staff).

Significant work on recruitment and selection processes and role-specific training was undertaken to improve the quality and governance of selection decisions across the University in response to staff survey (2012) feedback.

STRENGTHENING ECU'S LEADERSHIP CAPACITY

A number of significant appointments were made in 2013. These included:

- Hon Dr Hedy Cowan, re-elected as Chancellor;
- Professor John Finlay-Jones, reappointed as Deputy Vice-Chancellor (Research);
- Professor Colleen Hayward AM, reappointed as Pro-Vice-Chancellor (Equity and Indigenous) and Head of Centre, Kurongkurl Katitjin, Centre for Indigenous Australian Education and Research, effective 2014;
- Professor Nara Srinivasan, appointed as part-time Pro-Vice-Chancellor Engagement (Emirates), in addition to his primary role as Professor of Security and Risk;
- Professor Julie Warn AM, reappointed as Director, WA Academy of Performing Arts, effective 2014;
- Ms Lyn Farrell, appointed Dean, Faculty of Regional and Professional Studies;
- Professor Hugh Wilkins, appointed Head of the School of Business, Faculty of Business and Law;
- Professor Beth Armstrong, appointed to Head of the School of Psychology and Social Science, Faculty of Health, Engineering and Science;
- Associate Professor Andrea Hinwood, appointed Head of the School of Natural Sciences, Faculty of Health, Engineering and Science;
- Associate Professor Andrew Woodward, appointed Head of the School of Computer and Security Science, Faculty of Health, Engineering and Science;
- Professor Daryoush Habibi, reappointed Head of the School of Engineering, Faculty of Health, Engineering and Science;
- Associate Professor Julie Ann Pooley, appointed as Associate Dean, Teaching and Learning, Faculty of Health, Engineering and Science;
- Associate Professor Mark McMahon, appointed as Associate Dean, Teaching and Learning, Faculty of Education and Arts;
- Professor Will Stock, appointed as Associate Dean, Research, Faculty of Health, Engineering and Science;
- Associate Professor Jan Gray, appointed as Associate Dean, Research, Faculty of Education and Arts;
- Associate Professor Jim Cross, reappointed as Associate Dean, International, Faculty of Health, Engineering and Science;
- Professor Moira Sim, promoted to the position of Professor and reappointed as Head of the School of Medical Sciences, Faculty of Health, Engineering and Science;
- Professor Mel Ziman, promoted to the position of Professor within the School of Medical Sciences;
- Professor Russell Jones, appointed Professor of Clinical Education within the School of Medical Sciences; and
- Professor Margaret Jones, appointed to the level of Professor as Director of the Office of Research and Innovation.

FINANCIAL POSITIONING

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

These 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 Commonwealth 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 2013.

Throughout 2013 ECU operated within the key budget parameters approved by Council. Performance against the 2013 financial targets set by Council was once again strong. The University posted a 2013 operating surplus of \$33 million for the year, which was an increase of \$10 million from the original budget (\$23 million). Total revenue for the University in 2013 was \$390 million, which represents an increase of \$14 million compared to original budget (\$376 million).

Table 6. Financial Ratios, 2013

	Actual	Target	Variance/Comment
Total Revenue	\$390m	≥ \$376m	Revenue results achieved budget.
Operating Margin	8.4%	At least 4%	The operating margin is above the target set for 2013.
Interest cover on borrowings	9.1x	At least 3x	The interest cover on borrowings is above the target set for 2013.
Liquidity – Current Ratio	2.7	At least 1.0	The current ratio is above the target set for 2013.
Cash Reserves (no. of weeks)	34	At least 4 weeks	The number of weeks of revenue in cash assets is above target set for 2013.
Debt to equity ratio	10.3%	Not more than 30%	The debt to equity ratio is within the target set for 2013.

The Financial Statements begin on page 53 of this Annual Report.

Infrastructure and Services

As part of ECU's Performance Indicator Framework, the University measures the performance of its infrastructure on five measures which are benchmarked through the Tertiary Education Facility Management Association (TEFMA).

Backlog Maintenance

This measure provides the ratio of backlog maintenance cost to asset replacement value and indicates that ECU continues to maintain a low liability in backlog maintenance.

	2008	2009	2010	2011	2012
ECU	1.4%	0.7%	0.8%	0.4%	0.5%
WA	3.2%	2.6%	2.8%	2.2%	3.5%
Sector	4.0%	5.5%	4.4%	4.3%	3.4%

Utilisation Rates

This measure provides the daytime utilisation measured by an audit of teaching spaces (% time used) and indicates that ECU has the ability to continue to grow teaching and learning activities through improved utilisation of existing space.

	2008	2009	2010	2011	2012
ECU	19.4%	15.3%	21.5%	21.1%	21.4%
WA	-	-	-	40.2%	42.2%
Sector	-	31.3%	31.4%	35.7%	33.4%

Water Consumption

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

	2008	2009	2010	2011	2012
ECU	7.9	6.1	4.8	14.4	12.0
WA	10.5	10.4	12.5	32.6	33.0
Sector	11.0	10.3	9.9	12.4	12.0

Waste to Landfill

This measures the waste to landfill in (kg) against the student load (EFTSL). Measurement commenced in 2011. ECU performs well compared with other universities in the State and nationally.

	2011	2012
ECU	25.9	29.7
WA	44.5	30.2
Sector	52.3	47.5

Energy Consumption

This measures energy consumption (gigajoules) against the gross floor area (m²). All new buildings at ECU have been designed to use less energy. ECU performs well compared with other universities in the State and nationally.

	2008	2009	2010	2011	2012
ECU	0.5	0.6	0.5	0.5	0.5
WA	0.7	0.7	0.7	0.7	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, travel and biodiversity that educate, inform and change behaviour on environmental issues. In 2013 ECU achieved re-certification of this system with a high compliance rating.

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.

In 2013 all major building projects were undertaken within budget and met milestone targets.

Major building projects completed included:

- Joondalup Building 23 Engineering and Technology. This facility provides significant expansion to allow growth in teaching, learning and research for engineering, computing and other related disciplines.
- The completion of a number of flexible learning spaces as part of the University's review of its teaching practices, which was funded through the Australian Government's Structural Adjustment Fund.
- Upgrade of two lecture theatres at the Mount Lawley Campus.

The following major projects were at varying stages of development at the end of 2013:

- Construction is progressing well on Joondalup Building 34. The project remains on schedule to be completed at the end of 2014.
- Construction on the ECU Health Centre (incorporating the Wanneroo GP Super Clinic) is progressing ahead of schedule for completion by mid-2014.

- Work on the Joondalup Engineering Pavilion commenced. This will replace offsite-leased accommodation and is scheduled to be completed by June 2014.
- ECU has entered into a Private Public Partnership with its existing student accommodation provider, Campus Living Villages, to provide an additional 127 beds for student accommodation on the Joondalup Campus. The agreement incorporates funding received through the National Rental Affordability Scheme. Construction of the facility commenced in 2013 and will be ready for occupation by Semester 1, 2015.

IT Infrastructure

Major initiatives for technology infrastructure have been informed by the roadmap identified through the *IT@ECU for the Future* project, initiated to establish a technology capability across the University that would meet the needs of the University now and in the future. The focus in 2013 was to establish the foundations and implementation will commence in 2014.

Planning for the following strategic initiatives was also underway in 2013:

- provisioning of data centre/cloud services, capable of providing access to content from any location;
- an information security program that will consider the requirements for managing non-University-owned devices connected to the network, whilst protecting the University's data; and
- a major network replacement program to address increasing traffic and cyber-security requirements, as well as non-University-owned devices connected to the network.