

# ECU Strategic Plan 2017-2021 World Ready

## Strategic Themes

1. Dedicated to our students
2. Connecting with our community and the world
3. Building strategic partnerships and collaborations
4. Fostering strong alumni relations
5. Promoting equality, diversity and social responsibility

## Strategic Goals and Objectives

### 1. Enhancing learning and teaching

- Objective 1** Teaching that inspires
- Objective 2** Transformative learning experiences
- Objective 3** A globally relevant and innovative curriculum
- Objective 4** Improved learning outcomes and career readiness

### 2. Advancing research and knowledge translation

- Objective 5** Growth in research capacity and culture
- Objective 6** Extensive research collaboration
- Objective 7** Increased knowledge translation
- Objective 8** Growth in research training

### 3. Growing internationalisation

- Objective 9** Growth in international enrolments
- Objective 10** Strong partnerships and international relations
- Objective 11** Global education delivery
- Objective 12** An internationalised student experience

### 4. Ensuring organisational sustainability

- Objective 13** High-performance culture
- Objective 14** Service excellence
- Objective 15** Infrastructure that supports our goals
- Objective 16** A strong financial base

## Targets

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

Advancing research and knowledge translation	2016 baseline <sup>1</sup>	2021
<i>THE Top 150 Universities Under 50</i>	120	Top 100
<i>THE World University Rankings</i>	545	Top 500
Field Weighted Citation Impact (score)	1.28	1.5
Research grant and contract income (\$ 000 per 10 FTE <sup>2</sup> ) [increase of 5% in each year]	352	450
Publications (weighted publications per 10 FTE <sup>2</sup> ) [increase of 5% in each year]	12	16
Research Higher Degree Completions (per 10 FTE <sup>2</sup> ) [top 10 nationally in each year]	5	Top 10

Growing internationalisation	2016 baseline <sup>1</sup>	2021
Income from international student fees (\$M) [increase of 7% in each year]	82	115
International students as a proportion of total students (% EFTSL)	18	25
International students offshore (EFTSL) [increase of 10% in each year]	541	870
International students in Higher Degrees by Research (EFTSL) [increase of 5% in each year]	107	140
Establish at least one offshore campus by 2021	-	-

Ensuring organisational sustainability	2016 baseline <sup>1</sup>	2021
Total student load (EFTSL)	18,551	23,000
Total income (\$M)	412	510
Operating Surplus in excess of 4% in each year	5	4
Professorial Research Fund (\$M)	3	10
ECU Foundation Fund (\$M)	10	30
Aboriginal and Torres Strait Islander employment rate (% FTE)	2	3
Achieve Athena SWAN Bronze Award accreditation by 2018	-	-
Achieve an <i>Employer of Choice for Gender Equality</i> citation by 2018, and maintain	-	-
Reconciliation Action Plan endorsed at <i>Elevate</i> level by 2021	-	-

1. Baseline uses 2014 or 2015 actual data, where this is the latest available. 2016 baselines for student load (EFTSL) uses load analysis as at 30/09/2016. 2016 baselines for income measures uses 2016 budget reforecast approved by Council 25/08/2016.  
2. FTE – full-time equivalent Academic staff in the work functions Teaching and Research and Research-only.



### Vision

To be recognised for our world ready graduates and leading edge research

### Purpose

To transform lives and enrich society through education and research

### Values

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