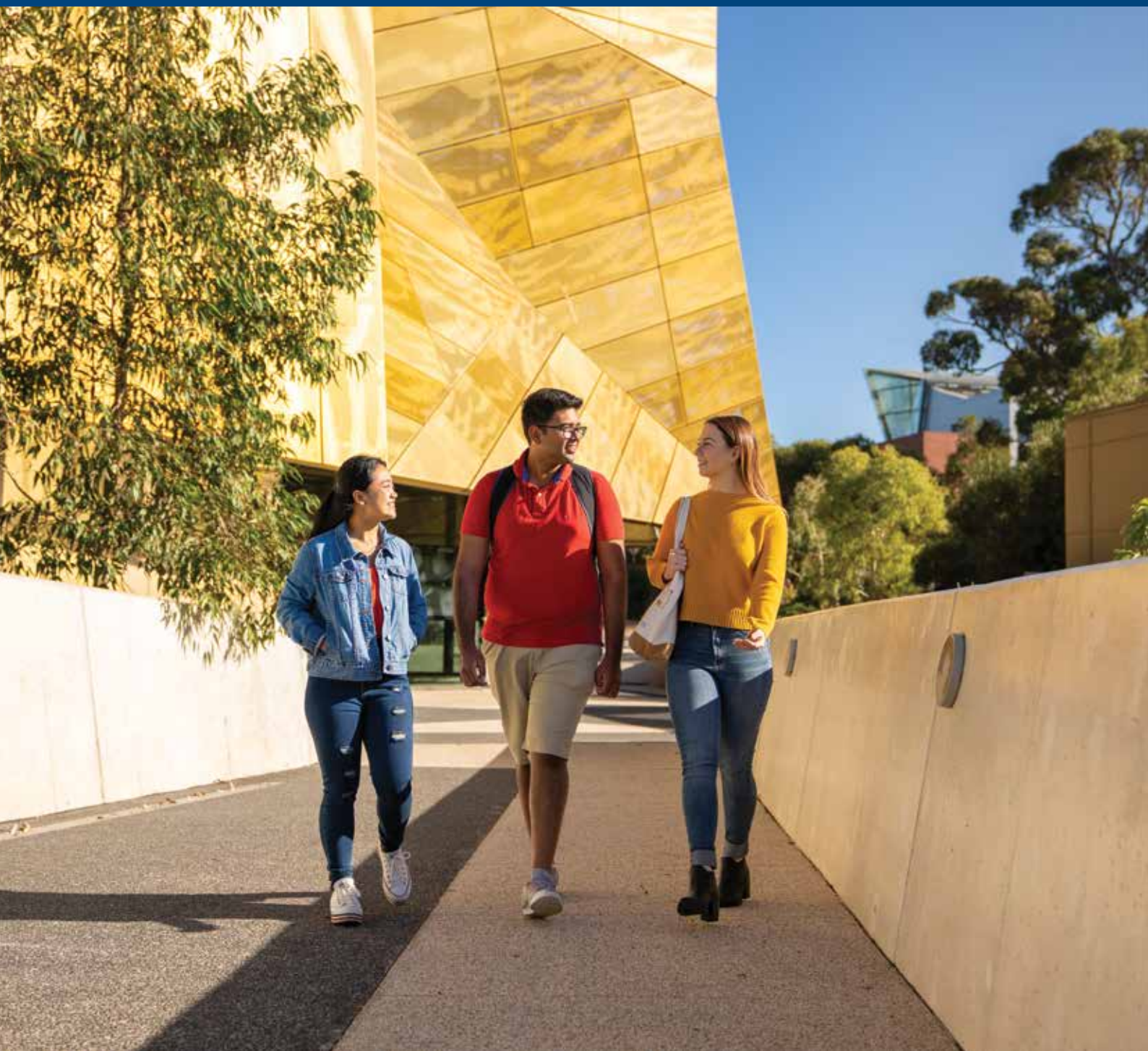


ECU **STRATEGIC PLAN** **2022–2026**

Towards the University of the Future



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WANDJOO (WELCOME)

Ngalak djoorabiny noona djinanginy. Ngalak kaaditj koora koora Noongarang, balang Noongar Birdiya. Ngalang yaanginy Noongar boodjera nyin.

We are happy to see you. We acknowledge all Noongar people, including the Noongar Elders, as we share this space (Noongar country) together.

ECU acknowledges and respects our continuing association with the Whadjuk people and the Wardandi people of the Noongar nation, the traditional custodians of the land upon which our Australian campuses stand.





A MESSAGE FROM THE CHANCELLOR

Edith Cowan University's 2022–2026 strategic plan is a collective commitment from Council, the senior executive, and all staff to the achievement of its shared vision and goals.

ECU's new five-year plan comes at a pivotal time in ECU's evolution. This year, 2021, marks 30 years since ECU became a university. It is also 100 years since our namesake, Edith Cowan, became the first woman elected to an Australian parliament.

Significant transformations are planned over the course of this strategic plan.

ECU has a long tradition of embracing change and adopting new ways of working. In 1902, one of ECU's predecessor institutions, the Claremont Teachers College, was founded as the first tertiary education institution in Western Australia. In 1980, the Western Australian Academy of Performing Arts was established, and this is now a leading performing arts institution and an ECU school.

Change continued and the granting of university status in 1991 led to a major transformation to its functions, governance and operations. Then in 1998, ECU commenced a bold 'campus consolidation' strategy, relocating from its former Claremont and Churchlands campuses to a new headquarters in Joondalup. This was a courageous and unprecedented move for an Australian university, and ECU's leaders at that time showed great foresight in establishing a new base in what is now the city centre of the thriving northern suburbs of Perth.



Significant transformations are planned over the course of this strategic plan. ECU will close its Mount Lawley Campus and open a new state-of-the-art campus in the Perth CBD. By 2026, ECU will have three world-class campuses in Western Australia, located in Joondalup, Perth, and Bunbury in the South West Region, and world-class facilities for those studying offshore or online.

From the beginning of the COVID-19 outbreak ECU's students and staff have exhibited an impressive culture of resilience, innovation, mutual support, optimism, and open communication. These qualities have served the University well during previous periods of change, and these qualities will be necessary again as the University moves to the next stage in its development.

ECU exists to help individuals, businesses, and communities thrive, by contributing to a just and prosperous world through education and research.

This strategic plan points to opportunities to intensify and focus its research, uphold the University's commitment to teaching quality, refresh its operating model, and embrace broader social, technological, and environmental advances.

The strategic plan is the result of significant engagement between Council members and the executive, and consultations involving the University community and external stakeholders. On behalf of Council I would like to thank all those ECU students, staff, alumni, and partner organisations who contributed to the development of this strategic plan.

ECU Council approved this plan on 14 October 2021.

The Hon Kerry Sanderson AC CVO
Chancellor

October 2021



VICE-CHANCELLOR'S INTRODUCTION

It is my pleasure to introduce Edith Cowan University's strategic plan for 2022-2026. This is ECU's second strategic plan under my leadership. It provides continuity with the strategic direction set five years ago and builds on our significant achievements during that time. It also represents a substantial step change in the ambitions of ECU as we transition to the *University of the Future*; our longer-term goal for 2026 and beyond.

ECU is in its 30th year and is moving towards an important stage in its evolution as we embark on the ECU City project. This exciting development will activate the City of Perth by delivering a world-class Creative Industries, Business and Technology precinct in the heart of the CBD at Yagan Square. The project is a catalyst for new ways of thinking and working, realising a transformation in university education – urban, connected, integrated with business and

community – and all as part of the lifeblood of a major city. A significant program of work, across all our locations, will be undertaken in the next five years. This work will redefine and reposition Edith Cowan University as we build and become the *University of the Future*.

The Australian university sector needs to diversify, and universities need to understand their distinctive roles and connect with industries and communities in deeper and more deliberate ways.



ECU is not only a university of the future; we are a multi-campus university for today.

At the same time, what it means to be a university will be more closely defined. The nexus between teaching and research will become more important as we reach the end of this decade, and ECU must achieve significant growth in the quality and capacity of its research.

We are living through unprecedented times, and we intend to emerge from the pandemic confident of our future. The sustainability of universities will continue to be tested for several years to come, and those with a clear strategy for resilience and innovation will not only survive, but thrive.

Our purpose remains unchanged and unfaltering: we transform lives and enrich society. Our students and communities are better because of ECU.

ECU is not only a university of the future; we are a multi-campus university for today. We will continue to be dedicated to the success of all our students and provide contemporary learning experiences and personalised support. Our research will solve real-world problems and we will engage with industry partners and community stakeholders to

ensure relevance and reach that contributes to the social and economic well-being of Australia and beyond. These strategic commitments will help to define ECU's distinctive positioning as a progressive university with impact locally, nationally, and globally.

In a fast-changing world, we must adapt quickly if we are to continue to meet the growing and changing expectations of our students, our partners and our communities.

I am confident that if we are bold, innovative, connected and impact-focused, we will meet these challenges and achieve our vision for 2026.

Professor Stephen Chapman CBE
Vice-Chancellor

October 2021

ECU'S 30TH ANNIVERSARY

Western Australia's first university simulcast lecture was transmitted from ECU to Singapore.

Edith Cowan's former West Perth home was rebuilt at the Joondalup Campus.



Edith Cowan University was established, combining multiple former teachers colleges and the Western Australian Academy of Performing Arts.

A portrait of Edith Cowan OBE was added to Australia's \$50 bank note.

The University Preparation Course was established to provide a new pathway to higher education.

Kurongkurl Katitjin, the Centre for Indigenous Australian Education and Research, opened at the Mount Lawley Campus.



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2006

ECU partnered with Edith Cowan College, formerly the Perth Institute of Business and Technology, to prepare international students for study in Australia.

**EDITH
COWAN
COLLEGE**
AUSTRALIA

ECU moved its headquarters from Churchlands to Joondalup.



The new Library and Technology Building was completed at the Joondalup Campus.

Rock Solid Foundations, a tribute to ECU's Aboriginal and Torres Strait Islander alumni, was launched at the Mount Lawley Campus.



The Ngoolark Building opened at the Joondalup Campus, named for the endangered Carnaby's black cockatoo.



South West Campus lecture theatres were refurbished, including enhanced learning technologies.



ECU celebrated its 30th anniversary, and 100 years since Edith Cowan became the first woman elected to an Australian parliament.



The inaugural Edith Cowan Memorial Lecture was held to celebrate International Women's Day.

2007 2009 2011 2013 2015 2017 2019 2021

2008 2010 2012 2014 2016 2018 2020

The Business and Law Building opened at the Mount Lawley Campus.

ECU Health Centre opened in Wanneroo, Western Australia.

ECU phased out single-use plastic bottles and straws on campus to reduce waste and better protect the environment.

ECU campuses became smoke-free to encourage healthier lifestyle choices and provide clean air for students, staff and visitors.



The Science Building opened at the Joondalup Campus, featuring high-tech superlabs and the world's largest permanent periodic table.

OUR PURPOSE

ECU's purpose is to transform lives and enrich society.

OUR VISION

To lead the sector in educational experience, research with impact, and in positive contributions to industry and communities.

OUR COMMITMENTS

To achieve our vision, ECU will:

- be dedicated to every student's success
- provide real-world research solutions
- create partnerships for economic and social well-being
- empower our staff to lead in a diverse and values-based organisation
- secure our future through innovation and leadership

ECU'S VALUES

Students, staff and Council members will always conduct their study, work and service to the University in ways that embrace the following values:



INTEGRITY

we are ethical, honest and fair and demonstrate trust and personal responsibility



RESPECT

we treat everyone within our diverse community with dignity and respect



RATIONAL INQUIRY

our decision-making is driven by evidence, sound reasoning, and creative thinking



PERSONAL EXCELLENCE

we demonstrate the highest personal and professional standards



COURAGE

we are bold and resolute in our thinking and actions in pursuit of our goals

ECU'S STRATEGIC GOALS AND PRIORITIES FOR 2022-2026

GOAL 1:

Delivering an exceptional student experience for success in work and life

ECU has an enviable reputation for its teaching quality and for sustained excellence in the student experience. We will continue to deliver contemporary learning experiences and personalised support to provide agile responses to the changing needs and expectations of our students, graduates, industry and communities.

STRATEGIC PRIORITIES FOR GOAL 1

- 1. Personalised learning and study support.** ECU's delivery of inclusive learning, teaching and student services will be sector-leading and will drive improvement in retention and success.
- 2. Quality and consistency across all modes and locations of study.** ECU will provide world-class, inclusive and engaging learning experiences of comparable quality in all physical and virtual spaces.
- 3. Graduates empowered to succeed.** ECU will offer a comprehensive range of curricular and extracurricular activities to provide graduates with the skills and confidence they need, and to deliver a step change improvement in graduate employment outcomes.
- 4. Promoting equity, diversity and excellence.** ECU will provide sector leadership in contemporary equity, diversity and inclusive practices, to widen participation and success in higher education.
- 5. Success for Aboriginal and Torres Strait Islander students.** ECU will lead the sector in education that supports the success of Aboriginal and Torres Strait Islander students.





WHAT WILL SUCCESS LOOK LIKE?

- ECU will continue to be highly ranked on national measures of student satisfaction with the overall educational experience.
- Retention rates for commencing undergraduate students and average times to completion will be equal to, or better than, national averages.
- Employment rates for ECU graduates will be equal to, or better than, those of other universities in Western Australia.
- Equitable student retention, success and completion outcomes across diverse student cohorts.



GOAL 2:

Undertaking impactful world-class research

As a young, contemporary university, ECU will continue to focus on the growth of our research capacity in distinctive research areas that provide innovative, real-world solutions of significance and benefit to society. We are committed to undertake research that is always world class, producing research outputs that have relevance and reach for our industry and community partners.

STRATEGIC PRIORITIES FOR GOAL 2

6. **Focused, world-class research.** ECU's research will be focused in distinctive areas of nationally- and internationally-recognised excellence, aligned to ECU's course offerings and to the needs of industry and the community.
7. **A strong research culture.** ECU's researchers will be supported to achieve world-class research with demonstrable impact, to further build a thriving research community with a strong culture of excellence.
8. **Highly valued higher degree by research graduates.** ECU will build its higher degree by research student program and industry-focused training, to support a strong and distinctive community of research students who will succeed in their research careers.
9. **Partnerships for research.** ECU will develop sustained and purposeful partnerships with industry and communities to deliver research solutions with demonstrable impact and benefit to those stakeholders.





WHAT WILL SUCCESS LOOK LIKE?

- ECU will increase the volume and quality of its research outputs.
- Revenue and publications from industry-funded research programs will increase significantly.
- ECU's higher degree by research student numbers and completions will increase.
- Higher degree by research students will have more opportunities for, and experiences of, industry engagement during their studies.



GOAL 3:

Leading the sector in internationalisation

In the years to 2020, ECU experienced strong demand from international students for its courses and programs, and impressive growth in international enrolments from a diverse range of countries. ECU will be a sector leader in the national recovery of international education. ECU will offer high-quality global education and research opportunities that restore and grow international student enrolments and sustain productive relationships with overseas institutions, and with international education business and industry partners.

STRATEGIC PRIORITIES FOR GOAL 3

10. **International recovery and growth.** ECU will revitalise its offshore presence, market activity and representation to rebuild international onshore enrolments and international student fee income.
11. **Global relationships.** ECU will create and sustain productive global relationships with educational institutions and international organisations, based upon a cohesive strategy for international partnership selection, management, and performance.
12. **Strengthening offshore delivery.** ECU will expand offshore delivery arrangements in transnational education in order to grow offshore student enrolments and income.
13. **International partnerships for research students.** ECU will develop strategic partnerships with overseas universities, sponsoring bodies and global organisations, to attract and support high-performing international higher degree by research students in disciplines aligned to ECU's research priorities.
14. **An internationalised student experience.** ECU will increase participation in inbound and outbound student mobility activities that provide international experiences and promote global citizenship.





WHAT WILL SUCCESS LOOK LIKE?

- International onshore student load will return to levels close to, or exceeding, those of 2019.
- International offshore student load will increase.
- ECU's international higher degree by research student numbers will increase.
- Student participation in international experiences with institutional partners will increase.



GOAL 4:

Empowering the talent and potential of our staff

ECU has a strong organisational culture and staff express high levels of satisfaction with ECU as an employer. ECU understands the importance of sustaining a culture of resilience, courage, innovation, and excellence, so that our staff thrive, and the goals of the University are supported. There will be increased support for staff to maximise their talent and potential, as individuals, as members of teams, and through their professional networks. With a focus on personal excellence and accountability, we will recognise and reward staff for their contributions to the success of the University.

STRATEGIC PRIORITIES FOR GOAL 4

15. **A workforce ready for the future.** ECU will adopt a strategic and proactive approach to workforce planning that enhances capabilities and ensures agility to meet future workforce needs.
16. **Establish a contemporary approach to academic careers.** ECU will develop a contemporary academic careers framework that enables academic staff to deliver high-performance scholarly teaching, and research outcomes, and supports their career aspirations and the goals of the University.
17. **A workforce that reflects our communities.** ECU will extend its commitment to recruiting, supporting and retaining staff from diverse backgrounds, maintaining an inclusive working environment that demonstrates our contribution to addressing inequities of opportunity in the University sector and the wider community.
18. **Transformation, resilience and excellence.** ECU will build the leadership capability needed to support change, new ways of working, and effective responses to disruption, while promoting an inclusive high-performance culture, where all staff are able to achieve excellence in their disciplines, professions and careers.





WHAT WILL SUCCESS LOOK LIKE?

- ECU staff satisfaction ratings will continue to be well above sector averages.
- ECU will establish a plan to achieve alignment between our strategic goals and our workforce profile.
- ECU's Aboriginal and Torres Strait Islander academic employment rate will improve.
- ECU's employee profile will better reflect the composition of the Western Australian population.
- ECU will achieve Athena SWAN Silver Award accreditation by 2024.
- ECU will maintain GOLD Mental Health First Aid Skilled Workplace Accreditation.



GOAL 5:

Securing our future

ECU recognises that the viability and sustainability of a university relies upon its continuing relevance to its students and stakeholders. ECU will redefine its operating model to effect ECU-wide transformation of the student experience and research collaboration, driving industry partnership and community engagement. By adopting and adapting innovative approaches to learning delivery, using contemporary technologies and facilities at all its campuses, ECU will contribute both to its own sustainability and to improved outcomes for our communities.

STRATEGIC PRIORITIES FOR GOAL 5

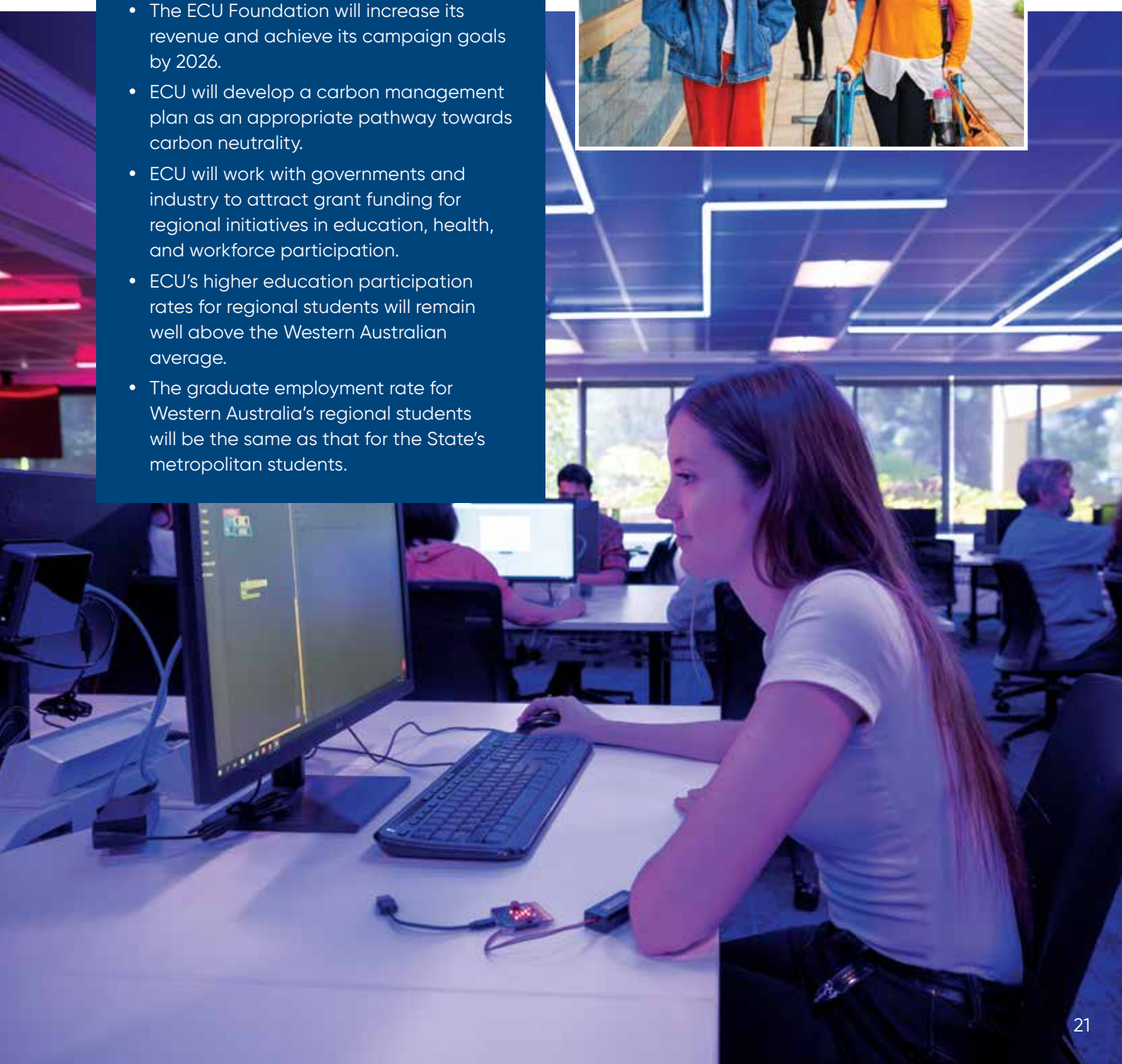
19. **Towards the University of the Future.** The ECU City project will build a world-class Creative Industries, Business and Technology precinct in the Perth CBD, and act as the catalyst to transform all our campuses into always on, year-round, and vibrant learning and working spaces, utilising next-generation technologies that promote industry partnership and community engagement beyond our physical footprint.
20. **Course renewal and rationalisation.** ECU's course offerings will be aligned to an agreed profile that accords with our research strengths and anticipates emerging student needs, current and future labour market and workforce needs, in order to deliver sustainable levels of student demand and to optimise funding.
21. **Strong regional communities.** ECU will drive improved outcomes for regional communities in Western Australia, through enhanced education and research opportunities at the South West Campus and its study hubs, and through capacity building for the workforce in the South West Region.
22. **Social change imperatives.** ECU will effect social change by engaging with communities for its education and research activities, and environmental sustainability will be considered in all University activities and operations.
23. **Financial sustainability.** ECU will maintain a strong financial base, through a range of approaches to revenue diversification, improved productivity, and efficiency gains and through a program for philanthropic support with industry partners and alumni.





WHAT WILL SUCCESS LOOK LIKE?

- ECU will continue to improve its international rankings, as measured by *Times Higher Education*.
- Financial sustainability will be supported by a diversified revenue base delivering annual operating surpluses.
- The ECU Foundation will increase its revenue and achieve its campaign goals by 2026.
- ECU will develop a carbon management plan as an appropriate pathway towards carbon neutrality.
- ECU will work with governments and industry to attract grant funding for regional initiatives in education, health, and workforce participation.
- ECU's higher education participation rates for regional students will remain well above the Western Australian average.
- The graduate employment rate for Western Australia's regional students will be the same as that for the State's metropolitan students.



MEASURING OUR SUCCESS

The achievement of our strategic priorities will be reflected in progress towards the targets set for the following key performance indicators.

Targets for 2026 are reviewed annually and annual progress targets are considered and approved by Council each year at its December meeting.

Key Performance Indicator	Baseline 2021	Target 2026
Goal 1: Student experience		
Student satisfaction – overall educational experience (national rank)	2	Nat. top 10
Retention of commencing students (%)	78.2	≥ Nat. av.
Graduate employment – all, undergraduate 4 months (%)	82.8	≥ WA av.
Aboriginal and Torres Strait Islander undergraduate success (%)	76.4	≥ ECU av.
Goal 2: Research		
Research publications (# per 10 FTE)	33.37	≥ Nat. av.
Field-weighted citation impact score	1.62	≥ Nat. av.
Research grant and contract income – annual growth (%)	-4.3	≥ Nat. av.
Research by higher degree completions (# per 10 FTE)	2.4	≥ Nat. av.
Goal 3: Internationalisation		
Income from international student fees – annual growth (%)	-17.5	≥ Nat. av.
International students offshore (EFTSL)	500	805
International students in higher degrees by research – annual growth (%)	0	≥ Nat. av.
Goal 4: Empowering the talent and potential of our staff		
Aboriginal and Torres Strait Islander employment – full-time equiv. (%)	2.4	3.0
Staff satisfaction – Voice survey “passion/engagement” item (%)	80	≥ Nat. av.
Gender pay gap – difference in total remuneration, full-time (%)	15.3	≤ Nat. HE av.
Disability access and inclusion (AND index score)	23	≥ 60
Goal 5: Securing our future		
<i>Times Higher Education</i> Young University Ranking	93	Top 80
<i>Times Higher Education</i> World University Ranking	401–500	Top 400
Student enrolments from the South West Region (#)	1,730	1,900
Total student load (EFTSL)*	19,665	23,000
Total operating income (\$M)*	484	600
Operating surplus (%)	4	≥ 4
ECU philanthropic campaign funds pledged/raised (\$M)	0	100

* Assumes borders open in 2022.



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ECUjourney



EdithCowanUni



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[school/edith-cowan-university](https://www.linkedin.com/school/edith-cowan-university)



[edithcowanuniversity](https://www.instagram.com/edithcowanuniversity)

ECU is committed to reconciliation and recognises and respects the significance of Aboriginal and Torres Strait Islander peoples' communities, cultures and histories. ECU acknowledges and respects the Noongar people as the traditional custodians of the land on which our campuses are located.

www.ecu.edu.au/about-ecu/indigenous-matters

GREENING ECU: Edith Cowan University is committed to reducing the environmental impact associated with its operations by conducting its activities in a socially and environmentally responsible manner. This includes implementing strategies and technologies that minimise waste of resources and demonstrate environmentally sensitive development, innovation and continuous improvement.

Information contained in this brochure was correct at the time of printing and may be subject to change.

