

## SECTION 1: OVERVIEW

### Statement of Compliance

Hon Peter Collier MLC  
Minister for Education; Aboriginal Affairs; Electoral Affairs  
10<sup>th</sup> Floor, Dumas House  
2 Havelock Street  
WEST PERTH WA 6005

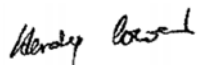
16 March 2015

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 2014.

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

In 2014 the University, its students and staff achieved success in a number of areas. Many of these achievements are highlighted within this Annual Report and it has been a pleasure to hear of these successes at Council meetings throughout the year.

A number of key initiatives were progressed during the year, including

- completion of the ECU Health Centre incorporating the Wanneroo GP Super Clinic – officially opened on 10 December 2014;
- construction of Building 34, for which Council approved the name *Ngoolark*;
- progress against the University's Reconciliation Action Plan;
- the *Vision for Growth* strategy;
- recruitment of the next Vice-Chancellor; and
- a strategic retreat, which afforded Council the opportunity to work with the senior leadership team to examine opportunities for the University in 2015 and beyond.

Importantly, the University achieved its 2014 financial targets. The budget for 2015 was approved at the December 2014 meeting of Council, and will provide a sound financial basis to support the strategic goals of the University for 2015.

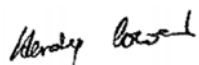
Council noted that the higher education sector continued to be a topic for debate at a national level. Whilst at this time the outcomes are still not known, the debate underscores that the University operates in an environment where there are high expectations that the sector will deliver skills and benefits for Australia, whilst being competitive, efficient and responsive to local community needs.

Our University is well placed to meet these expectations as it continues to undertake meaningful and useful research, provide a five star student experience, and to remain relevant to the communities that we serve.

Council was delighted to welcome Mr Simon Butterworth as a new member during the year. Mr Butterworth brings extensive commercial experience to ECU and served on the University's Quality, Audit and Risk Committee before joining Council. Council recorded its great appreciation for the work of two long-standing and valued members: Ms Leslie Chalmers and Dr Norman Ashton. Both have completed three terms and made significant contributions to Council and to its committees and boards.

Professor Kerry Cox AO retired as Vice-Chancellor in September 2014. His eight-and-a-half years as Vice-Chancellor saw many advances across the University in teaching, research and above all, engagement. His leadership saw increased participation in higher education, particularly for those traditionally denied the opportunity. This is one of his greatest legacies. It was pleasing to see him appointed as an Officer of the Order of Australia in the 2015 Australia Day Honours.

Members of Council and senior management 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 Hon Dr Hendy Cowan**

**Chancellor, March 2015**

## Vice-Chancellor's Executive Summary

In recent years, ECU has settled on a distinctive point of difference: being "One University – Students First". The feedback from our graduates continues to reflect the success of this approach, and for the sixth consecutive year, ECU has been rated as five-stars in the categories of Teaching Quality, Generic Skills and Graduate Satisfaction. In alignment with this, our 2014 biennial staff survey again reported higher levels of engagement and commitment to ECU by our staff than peers in other Australian universities.

A 2014 highlight, was the opening of the ECU Health Centre in Wanneroo. Encompassing the Wanneroo GP Super Clinic, the facility will take pressure off emergency departments and help prevent hospital admissions. Once fully operational, it will provide wide-ranging health and wellness services to the local community, seven days a week. This exemplifies ECU's approach that effective engagement should result in mutual benefits.

Engagement with ECU Alumni has also increased this year with the introduction of an alumni mentoring program, a series of exclusive events, and continued career support for life. We are now in touch with more than 52,500 ECU Alumni in all parts of the world.

Amongst our graduates, and one who epitomises excellence, is Hugh Jackman. It was a pleasure to welcome him back to ECU this year, when he launched the Jackman Furness Foundation for the Performing Arts, together with Australian veteran actor, friend of ECU and WAAPA, and Patron of the Foundation, Mr Jack Thompson AM. I acknowledge their tremendous efforts and generosity, and that of Deborra-Lee Furness, and thank them on behalf of students and staff.

ECU also received its largest ever philanthropic gift to support internationally-recognised education research. A seven-figure bequest from the estate of the late Mr Denis Holland was left in memory of his late wife and former ECU staff member Dr Susan Holland. This generous gift will be used to establish the Dr Susan Holland Scholarship that will support experienced teachers to complete research degrees directed towards enhancing the quality of teaching.

The University took pride in the recognition our Chancellor received with his appointment as an Officer of the Order of Australia in the Queen's Birthday Honours, for his services to the community.

2014 was a significant year for ECU with the retirement of Professor Kerry Cox, after more than eight years as Vice-Chancellor. At a graduation ceremony in September, the University conferred upon him the degree of Doctor of the University (*honoris causa*) and the title of Emeritus Professor. I acknowledge his enormous contributions to ECU and to higher education more broadly, during a period of significant change.

It has been a privilege to lead the University since September and I thank our Chancellor, the Hon Dr Hendy Cowan AO, for the opportunity to do so until the arrival in April 2015, of our next Vice-Chancellor, Professor Stephen Chapman.

I thank all members of the University community who have contributed to ECU's many successes in 2014. These include our hard working Council and Committee members, current and past students and staff, and guest speakers and visiting scholars. Through their efforts, ECU continues to provide an exceptional student experience that adds value for our graduates and communities.



**Professor Arshad Omari**  
**Acting Vice-Chancellor, March 2015**

## 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 has more than 22,900 students at undergraduate and postgraduate levels. Approximately 3,300 of these are international students originating from 95 countries. More than 300 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.

### Strategic Direction

ECU's strategic direction ([\*Engaging Minds, Engaging Communities: Towards 2020\*](#)) includes a 'Purpose', 'Vision', 'Values', and five 'Strategic Priorities' as follows:

#### 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

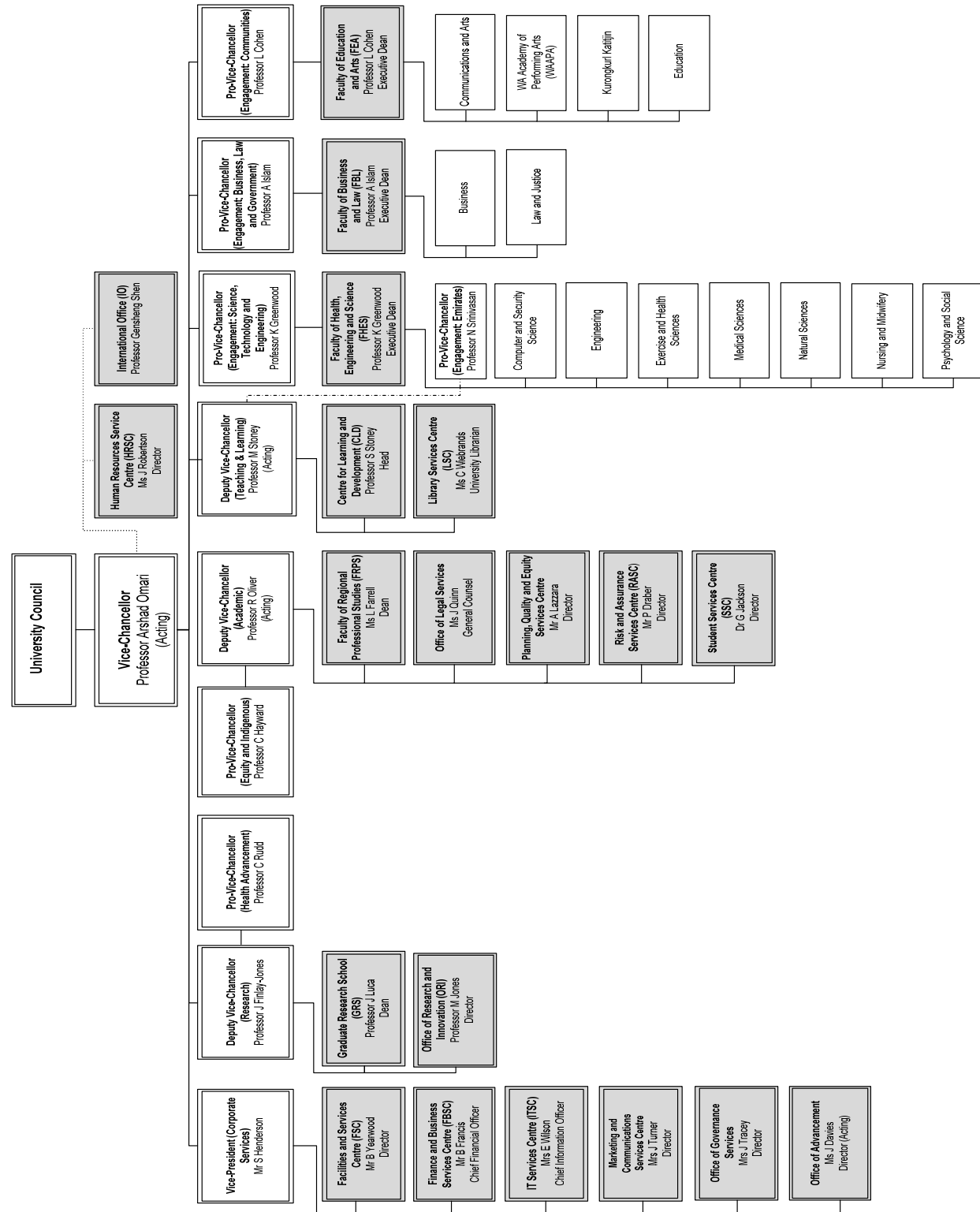
- Integrity – behaving ethically and pursuing rigorous intellectual positions
- Respect – valuing individual differences and diversity
- Rational Inquiry – motivated by evidence and reasoning
- Personal Excellence – striving to realise potential

### 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 2014



# Committee Structure

Figure 2: ECU Committees as at 31 December 2014



## Governance Structure

Figure 3: Council Membership 2014

Member	Term	Date term commenced/ ended	Council Meetings Attended*
<b>Chancellor (ECU Act, section 12(1))</b>			
Hon Dr Hendy Cowan AO	1 Jan 2014 – 31 Dec 2016 1 Jan 2011 – 31 Dec 2013 1 Jan 2008 – 31 Dec 2010 1 Jan 2005 – 31 Dec 2007	Current	5
<b>Members appointed by the Governor (ECU Act, section 9(1)(a))</b>			
Mr Eddie Bartnik	12 Jun 2012 – 11 Jun 2015	Current	5
Mr Simon Butterworth	27 Apr 2014 – 26 Apr 2017	Term commenced 27 April 2014	3(5)
Mr John Cahill	9 Aug 2011 – 8 Aug 2014 9 Aug 2014 – 8 Aug 2017	Current	5(5)
Ms Leslie Chalmers	27 Apr 2011 – 26 Apr 2014 27 Apr 2008 – 26 Apr 2011 12 Apr 2005 – 26 Apr 2008	Term ended 26 April 2014	1(1)
Mr Kempton Cowan	19 Dec 2012 – 18 Dec 2015 19 Dec 2009 – 18 Dec 2012 19 Dec 2006 – 18 Dec 2009	Current	0(1)
Dr Pamela Garnett	20 Sept 2012 – 19 Sept 2015 20 Sept 2009 – 19 Sept 2012	Current	6
Ms Denise Goldsworthy	30 Apr 2013 – 29 Apr 2016	Current	6
<b>Member nominated by Minister charged with administration of the <i>School Education Act 1999 (WA)</i> (ECU Act, section 9(1)(aa))</b>			
Dr Norman Ashton	30 Aug 2011 – 29 Aug 2014 30 Aug 2008 – 29 Aug 2011 30 Aug 2005 – 29 Aug 2008	Term ended 29 August 2014	4(4)
<b>Chief Executive Officer – ex-officio (ECU Act, section 9(1)(b))</b>			
Professor Kerry O. Cox	Ex-officio	Term ended 6 September 2014	4(4)
Professor Arshad Omari	7 Sept 2014 – 31 Mar 2015	Term commenced 7 September 2014	2(2)
<b>Academic Staff – elected (ECU Act, section 9(1)(c))</b>			
Associate Professor Ute Mueller	1 Oct 2012 – 30 Sept 2015 16 May 2011 – 31 Sept 2012	Current	5

Member	Term	Date term commenced/ ended	Council Meetings Attended*
Professor Mark Stoney	1 Oct 2012 – 30 Sept 2015	Current	6
<b>Salaried Staff, Other than Academic Staff – elected</b> (ECU Act, section 9(1)(d))			
Ms Valentina Bailey	1 Oct 2012 – 30 Sept 2015 1 Oct 2009 – 30 Sept 2012 1 Apr 2009 – 30 Sept 2009	Current	3(4)
<b>Enrolled Students – elected</b> (ECU Act, section 9(1)(e))			
Ms Jacynth Cox	10 Oct 2014 – 9 Oct 2015	Term commenced 10 October 2014	2(2)
Mr Harinderjit Gill	10 Oct 2013 – 9 Oct 2014	Term ended 9 October 2014	2(4)
Mr Matthan Kipps	10 Oct 2013 – 9 Oct 2014	Term ended 9 October 2014	2(4)
Mr Timothy Newhouse	10 Oct 2014 – 9 Oct 2015	Term commenced 10 October 2014	2(2)
<b>Alumni – elected</b> (ECU Act, section 9(1)(f))			
Mr Brad McManus	22 Dec 2014 – 21 Dec 2017 22 Dec 2011 – 21 Dec 2014	Current	6
Ms Julien Proud	20 Sept 2013 – 19 Sept 2016 20 Sept 2010 – 19 Sept 2013 1 Apr 2009 – 19 Sept 2010	Current	6
<b>Members co-opted by Council</b> (ECU Act, section 9(1)(i))			
Ms Janet Curran	20 Sept 2012 – 19 Sept 2015 20 Sept 2009 – 19 Sept 2012	Current	4
Ms Kelly Hick	18 Mar 2012 – 17 Mar 2015	Current	6
Mr Simon Holthouse	12 Sept 2013 – 11 Sept 2016 12 Sept 2010 – 11 Sept 2013 12 Sept 2007 – 11 Sept 2010	Current	4
Ms Denise McComish (Pro-Chancellor since 25.08.2011)	22 Mar 2013 – 21 Mar 2016 22 Mar 2010 – 21 Mar 2013 22 Mar 2007 – 21 Mar 2010	Current	3
Dr Saliba Sassine	17 Nov 2012 – 16 Nov 2015 25 Aug 2011 – 16 Nov 2012	Current	3

\* 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 AO, 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 2014. In addition to its regular meetings, Council:

- held a special meeting (May 2014) to complete the appointment of the next Vice-Chancellor;
- attended a workshop on Council responsibilities in relation to workplace health and safety;
- held a Council Strategic Retreat in October 2014; and
- undertook a number of site visits, including a visit to the ECU Health Simulation Centre and to the ECU Health Centre.

Council is well supported by a number of committees. The committees comprise predominantly Council members - assisted in many cases by co-opted members of the external community. Each year Council reviews the Terms of Reference and composition of each of its committees. The committees are an essential part of the University's governance framework.

### Strategic Direction of the University

Major strategic issues considered by Council in 2014 included:

- a *Vision for Growth* strategy;
- briefings on Workplace Health and Safety;
- an annual report against the Reconciliation Action Plan, 2012-2015;
- the 2014 Audit Operational Plan;
- ECU's Performance Indicator Framework – themed reports on *Resources Supporting Core Functions, Teaching and Learning; Capacity and Community Responsiveness, and Research*;
- a report on the role and function of the Academic Board;
- briefings on the proposed changes to higher education;
- the success of students entering university via non-traditional pathways;
- the ECU Health Centre;
- the work of the ECU Student Guild; and
- ECU's Key Actions for 2015.

At its December 2014 meeting, Council considered and approved the Budget for 2015.

### Oversight of the Vice-Chancellor

Council received a report from the Vice-Chancellor at each Council meeting. These reports 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 that Council had set for the year.

Professor Kerry Cox retired from his position in September 2014 and Council appointed Professor Stephen Chapman as the University's next Vice-Chancellor. Professor Chapman will not commence his position with the University until April 2015 and Professor Arshad Omari was therefore appointed Acting Vice-Chancellor, for the period from September 2014 to April 2015.

### 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 2014 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 2014 relating to the governance of the University included:

- reports from regular meetings of Council committees, provided to Council to keep it informed of activities across ECU's academic and operational areas;
- mid-year and end-of-year reports on progress against Key Actions for 2014, as previously approved by Council, and on the performance against the University's performance measures;
- amendments, as requested, to University Rules; and
- ongoing professional development opportunities, offered to all members of Council.

## Compliance

The 2013 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 2014 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 2014 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.