



Edith Cowan University Annual Report for 2008

EDITH COWAN UNIVERSITY

Mission

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 staff, students and graduates to be highly regarded as ethical and self-reliant contributors to more prosperous, inclusive and sustainable communities.

Values

We value:

- 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.

Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020 can be viewed at:
http://www.ecu.edu.au/GPPS/ppas/strategic_plan.html.

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Edith Cowan University
Annual Report for 2008

Section 1 - Overview

Statement of Compliance

The Hon Dr Elizabeth Constable, MLA
Minister for Education
19th Floor, Governor Stirling Tower
197 St George's Terrace
PERTH WA 6000

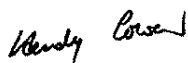
18 March 2009

Dear Minister

In accordance with section 61 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Edith Cowan University for the year ending 31 December 2008.

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

Yours sincerely



The Hon Hendy Cowan
Chancellor
On behalf of the University Council

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Chancellor's Foreword

During 2008 the University Council and the senior management of the University have continued to work together to ensure that the University achieves its objectives. The year has been marked by very positive outcomes, including increased student enrolments, further increases in student satisfaction, and improved graduate employment rates, which all point towards substantial progress being made in achieving the University's goals.

The University has achieved its 2008 financial targets. It achieved an improved operating result and operational efficiencies have ensured that the University's financial position remains strong as it moves forward to 2009. The Budget for 2009 was approved at the December 2008 meeting of Council, providing a sound financial basis to support the strategic goals of the University for 2009.

The growth of the University was reflected in the completion of a number of building projects. Teaching and research began in the new Health and Wellness Building and teaching in the new lecture theatre on the Joondalup Campus, while the new Business and Law Building at Mount Lawley came into operation. These facilities offer a magnificent range of teaching and learning space for students. In July the Churchlands Campus was formally closed, as the last remaining activities were re-located to Mount Lawley or Joondalup, marking the end of a key strategic initiative of the University - Campus Consolidation - which began with the University's 1998 Strategic Plan.

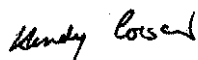
2008 was also a year of review and change – as the new Federal Government instigated a number of major reviews which included reviews into higher education, innovation and research and voluntary student unionism. The University has contributed to the reviews and continues to position itself to benefit from any changes to the sector which may arise.

At a State level, the change in government heralds a change in emphasis, particularly in the focus on the regions and the non-metropolitan areas of Western Australia. The University will work with the State Government in achieving the Government's policy objectives, particularly through the University's work in the South West Region and in the North West metropolitan corridor.

Given this context, in 2008 Council focused on ensuring that the University is as well positioned as possible to build on the opportunities presented by the present political, economic and social environment. Discussion at Council meetings has also included strategic overviews of each of the four faculties of the University, to build Council members' understanding of the business of the University.

Council retains great confidence in the University's Senior Leadership Team. Committees of Council are actively involved in oversight of the University, particularly in the areas of resources, quality assurance, audit and governance. In addition, an increased engagement by Council with the ECU Foundation provides opportunities for the University to reinforce its activities in the area of philanthropy.

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



The Hon Hendy Cowan
Chancellor
6 March 2009

Vice-Chancellor's Commentary

The year 2008 was exciting and successful on many fronts through the achievements of our students, our staff and at an overall organisational level. Exemplars are detailed in the *Highlights of 2008* section of this Annual Report. We are very proud of all the individuals and teams who have been striving to reach their potential and, in so doing, have attracted much favourable comment about the work of ECU.

Following on from last year's success in winning the prestigious International Advertising Association (IAA) Dentsu InterAd XI Global Student Competition, our advertising students, known as Team Boomerang, were selected as the 2007-2008 Student Chapter of the Year by IAA. Two of our advertising students were then crowned champions at the Asia-Pacific Student Media Forum. In addition, Miss Diane Slade, our Advertising Course Co-ordinator who guides this talented team, was herself elected to the IAA as Vice-President-Education. Diane is the first academic and the first female appointed to this position.

Our University has been working on many innovative projects this year, with our researchers achieving wonderful results in their fields of expertise. Professor Kamal Alameh, who won the Early Stage category of the Western Australian Inventor of the Year last year, was again recognised in the awards this year. He and his colleague, Mr Budi Juswardy, were runners-up in the same category for their invention, the Integrated Broadband Digital Photonic Link, which is a light-based link to digitalise radio frequency, which can be used to transmit large volumes of data through a high quality wireless broadband network. With her team, Professor Donna Cross is undertaking research into cyber-bullying and this year organised a world-first cyber-friendly summit which was attended by more than 200 high school students. Professor Robert Newton, Dr Daniel Galvão and their team, are elucidating the types of exercise which are most effective for reducing the side-effects of treatment for prostate cancer. Again, many more examples are listed in the *Highlights of 2008* section of this report.

Our dedicated staff have also been recognised this year by the Australian Learning and Teaching Council, with the awarding of seven Citations for Outstanding Contributions to Student Learning and two Awards for University Teaching.

The deep commitment, professionalism, expertise and personal excellence of ECU staff was further reflected in the recent announcement by the Federal Minister for Education of an award to ECU of \$2.8 million under the 2009 Learning and Teaching Performance Fund.

Other notable staff achievements include Professor Cobie Rudd's appointment to the International Board of Directors for the International Association for Research on Service-Learning and Community Engagement, and Professor Ross Dowling's appointment as Global Geoparks Advisor to UNESCO. Our University is well regarded in its commitment to sustainability and this has been reflected by my appointment, by the Minister for the Environment, Heritage and the Arts, as a member on the National Council on Education for Sustainability, as the nominated Universities Australia representative.

Our University performed well in terms of student numbers with a better-than-forecast student enrolment. Furthermore, surveys of our graduates have shown increased student satisfaction and levels of graduate employment. While these statistics demonstrate our continued progress, it is important that we continue to strive to increase our efforts to meet future challenges.

Our graduation celebrations were outstanding in 2008. I congratulate all our recent graduates on their achievements, applaud the speakers for their inspirational words, and thank all staff who were involved in organising these events.

With the change in Federal Government in November 2007, our sector has been undergoing an in-depth review through the Review of Australian Higher Education (the "Bradley Review") which may have important implications for the sector and for our University. We have been actively contributing to the review process.

In line with our Quality@ECU commitment to “plan, do, review, improve”, a review of our administrative processes was undertaken by the very highly regarded external experts McKinnon Walker to enhance efficiency and effectiveness across the University. We are moving swiftly to implement the McKinnon Walker recommendations identified as “mission critical”. The Knowledge and IT Services Centre has been divided into two separate service centres, these being the Information Technology Services Centre and the Library Services Centre; we have undertaken a major upgrade and overhaul of our website; and, we are progressing well with our Enterprise Information Management System, being developed with input from Deloitte.

I had the pleasure this year, of welcoming many distinguished visitors to our University. The Commonwealth Minister for Health and Ageing, the Hon Nicola Roxon, opened officially our new Health and Wellness Building; the then Premier of Western Australia, the Hon Alan Carpenter MLA, opened our new Library and ICT Building; and, the Hon Jim McGinty MLA, the then State Minister for Health, opened the Vario Health Institute and Wellness Clinic.

The Vice-Chancellor’s Distinguished Orator for 2008 was the Hon Dr Fred Chaney AO, who gave an inspirational speech on the plight of Australia’s Indigenous and remote communities. Another outstanding guest speaker at our University was the Director-General of Security for the Australian Security Intelligence Organisation (ASIO), Mr Paul O’Sullivan. He publicly bestowed high accolades for our University’s strong programs in counter terrorism, security and intelligence, and promoted the employment opportunities available at ASIO.

It was also my pleasure to welcome Professor John Finlay-Jones to our University this year as Deputy Vice-Chancellor (Research). In addition to John’s commencement, we made other outstanding appointments in Mr Robert Irvine as Dean of the Faculty of Regional Professional Studies at our South West Campus, and Dr Caroline Taylor, who was appointed to the Foundation Chair in Social Justice in our School of Psychology and Social Science. Most recently, we announced the appointment of Professor Colleen Hayward as Head of Kurongkurl Katitjin: Centre for Indigenous Australian Education and Research. We were also delighted to welcome another 10 Professors through recruitment and promotion in 2008 as noted in the *Highlights of 2008* section of this Annual Report.

I acknowledge and thank all students and staff, who have over the year demonstrated their commitment to, and support of, Edith Cowan University. Please be assured that your efforts are appreciated and recognised. I continue to be impressed by the enthusiasm with which staff undertake their tasks and the professionalism with which they deliver the outcomes.

I thank members of the University Council for their ongoing commitment to the University, and in particular, our Chancellor, the Honourable Dr Hendy Cowan for his exemplary leadership of, and dedication to, our University. Our Chancellor’s leadership is all the more commendable because of his selfless contributions to our community-at-large in so many other ways.

Our successes over the past twelve months could not have been achieved without the perseverance and hard work of the University community as a whole. I thank and applaud you all and look forward to working with you towards another successful year in 2009.



Professor Kerry O. Cox

Vice-Chancellor

6 March 2009

About ECU

Edith Cowan University (ECU) is a large multi-campus university serving communities in Western Australia and international students originating from more than 80 countries.

Awarded university status in 1991, ECU has developed innovative and practical higher education and vocational education and training courses across a wide range of disciplines. ECU has established a vibrant research culture and attracted a growing range of quality research partners and researchers, many working at the cutting edge of their fields of expertise.

In 2008 ECU had almost 21,000 students, with around 16,000 undergraduates and 5000 postgraduates. Almost 5000 international students were enrolled with ECU.

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.

More than 400 courses are offered through four faculties:

- Faculty of Business and Law;
- Faculty of Computing, Health and Science;
- Faculty of Education and Arts, which includes the Western Australian Academy of Performing Arts; and
- Faculty of Regional Professional Studies.

The University has 13 service centres which provide administrative support for the University's core activities of teaching and research, through the provision of professional expertise in the areas of information technology, facilities management, risk management, audit, governance, planning, human resources, finance, student support, library services, international activities and support for research and innovation.

ECU is committed to breaking down barriers to education and is considered a pioneer in the development of alternative entry pathways to higher education, helping more Western Australians to reach their potential and providing much-needed graduates for occupations and professions with skill-shortages.

Consistent with its Mission, ECU engages with private and public sector organisations, locally and overseas, in designing study programs which are relevant to the communities it serves. Research is undertaken in collaboration with industry partners and is valued for its high social, economic, environmental and cultural impacts. Engagement with the community is one of the University's strategic priorities and focuses on ensuring productive and mutually beneficial partnerships with a variety of stakeholders.

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Edith Cowan University is a body corporate established under the *Edith Cowan University Act 1984* (WA). It is domiciled in Australia. ECU has one subsidiary company, ECU Resources For Learning Ltd, which is wholly-owned by ECU.

Mission, Vision, Values and Strategic Priorities

ECU's strategic direction, as approved by Council, is outlined in: *Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020*. This document includes ECU's Mission, Vision and Values, as shown below.

Mission

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 staff, students and graduates to be highly regarded as ethical and self-reliant contributors to more prosperous, inclusive and sustainable communities.

Values

We value:

- 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.

Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020 can be viewed at:
http://www.ecu.edu.au/GPPS/ppas/strategic_plan.html

ECU's Strategic Priorities

ECU's strategic direction emphasises a future which is inclusive of all parts of society and which commits the University to mutually beneficial engagement with its many communities. The following four strategic priorities have been developed to help achieve this strategic direction:

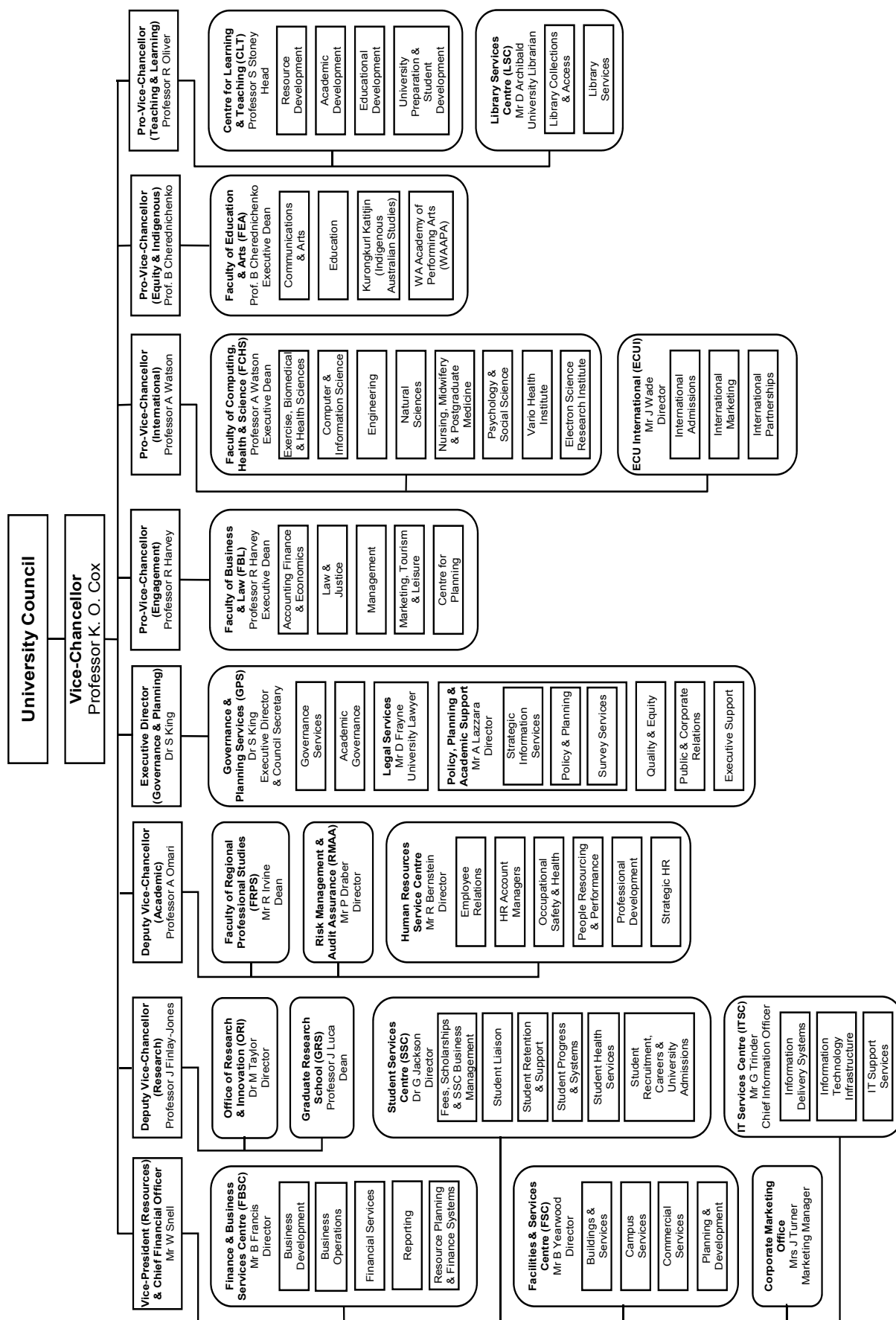
- Engaging and serving our communities;
- Providing programs to meet the needs of our communities, in a supportive and stimulating learning environment*;
- Developing research focus, depth and impact; and
- Building organisational sustainability.

These four strategic priorities have been used to structure the Report on Operations sub-section, beginning on page 24 of this Annual Report.

* in December 2008, the ECU Council approved a minor amendment to the wording for Strategic Priority 2, which previously read: "Providing a supportive and stimulating learning community". The revised wording more explicitly reflects the intention that ECU programs will be relevant to the needs of ECU's communities.

ECU Organisational Structure

Figure 1: ECU Organisational Structure as at 31 December 2008



ECU Governance Structure

Council Membership for 2008

	Term	Date term ended	Council meetings attended in 2008*
Chancellor			
Hon Hendy Cowan	01.01.2008 – 31.12.2010 01.01.2005 – 31.12.2007	Current	5
Members appointed by the Governor (ECU Act, section 9(1)(a))			
Mr Steve Abbott (Pro-Chancellor since 20.05.06)	30.08.2008 – 29.08.2011 30.08.2005 – 29.08.2008 14.05.2002 – 13.05.2005	Current	5
Ms Leslie Chalmers	27.04.2008 – 26.04.2011 12.04.2005 – 26.04.2008	Current	4
Hon Hendy Cowan	01.03.2007 – 28.02.2010 01.03.2004 – 28.02.2007	Current	5
Mr Kempton Cowan	19.12.2006 – 19.12.2009	Current	4
Ms Karen Macdonald	07.12.2007 – 06.12.2010 07.12.2005 – 06.12.2007 19.01.2003 – 19.12.2005	Current	6
Member nominated by Minister charged with administration of the 'School Education Act 1999' (ECU Act, section 9(1)(aa))			
Dr Norman Ashton	30.08.2008 – 29.08.2011 30.08.2005 – 29.08.2008	Current	5
Chief Executive Officer – ex-officio (ECU Act, section 9(1)(b))			
Professor Kerry O. Cox	Ex-officio	Current	6
Academic Staff – elected (ECU Act, section 9(1)(c))			
Professor Ron Oliver	01.10.2006 – 30.09.2009 01.10.2002 – 30.09.2006	Current	6
Dr Alan Needham	21.11.2007 – 30.09.2009	Current	5
Salaried Staff – elected (ECU Act, section 9(1)(d))			
Ms Nerissa Eaton	22.08.2007 – 30.09.2009	12.12.2008	6 (6)
Enrolled Students – elected (ECU Act, section 9(1)(e))			
Mr Juncheng Hu	11.10.2008 – 10.10.2009	Current	1 (2)
Mr Shane Cuow	11.10.2008 – 10.10.2009	Current	1 (2)

	Term	Date term ended	Council meetings attended in 2008*
Ms Natalie Moir	18.10.2007 – 17.10.2008	17.10.2008	2 (4)
Ms Diana Lay Yian Tan	18.10.2007 – 17.10.2008	17.10.2008	3 (4)
Alumni – elected (ECU Act, section 9(1)(f))			
Mrs Helen Charlesworth	22.12.2005 – 21.12.2008 22.12.2002 – 21.12.2005	21.12.2008	6 (6)
Mr Richard Cairnes	20.09.2007 – 19.09.2010	24.10.2008	4 (5)
Mr Henry Heng	20.12.2008 – 21.12.2011	Current	0 (0)
Members co-opted by Council (ECU Act, section 9(1)(i))			
Mr Neil Douglas	18.03.2006 – 17.03.2009	Current	4
(Nb: previously held one term as a Member appointed by the Governor, 28.11.2003 – 01.03.2006)			
Justice Rene Le Miere	18.08.2008 – 17.08.2011 18.08.2005 – 17.08.2008 01.01.2005 – 17.08.2005	Current	3
Ms Denise McComish	22.03.2007 – 21.03.2010	Current	4
Mr Simon Holthouse	12.09.2007 – 11.09.2010	Current	4

*Council held six regular meetings during the year. The bracketed figure indicates the potential number of attendances for members whose term of office did not cover the full year. Dr Ashton was unable to attend one regular meeting due to a delay in receiving confirmation of his re-appointment to Council from the Minister's Office.

Council Secretary:

Dr Susan E. King

Accredited Observers:

Deputy Vice-Chancellor (Academic) Professor Arshad Omari
 Deputy Vice-Chancellor (Research) Professor John Finlay-Jones
 Vice-President (Resources) & Chief Financial Officer Mr Warren Snell
 Executive Director (Governance & Planning) Dr Susan E. King
 Chair, Academic Board (if not an elected member of Council) Professor Ron Oliver
 ECU Student Guild Education Vice-President† Mr Robert Pollard
 President, Academic Staff Association Dr Ute Mueller

† - representing the President of Student Guild, currently serving on Council

University Committees

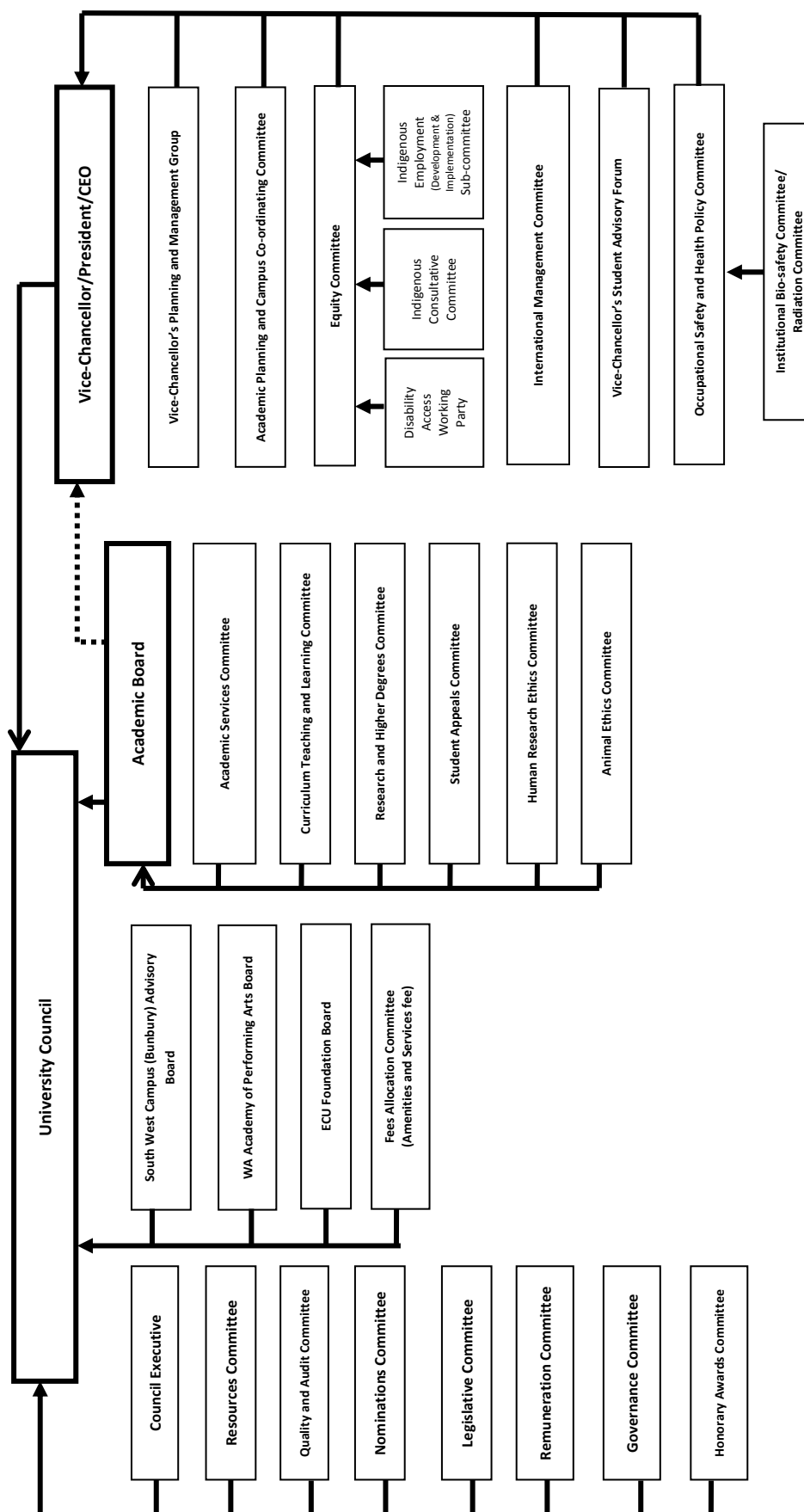


Figure 2: University Committees as at 31 December 2008

The Work of the University Council

Edith Cowan University'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 and consists of the Vice-Chancellor (*ex-officio*) and members drawn from the community and the University's alumni, staff and students. Council members fulfil an important duty for the University and the community and do so on an honorary basis.

ECU's Council addressed key strategic and governance tasks and fulfilled a demanding work program in 2008. Under the chairmanship of its Chancellor, the Hon Hendy Cowan, the Council met on eight occasions during 2008. It held six regular meetings, and two workshops.

The major activities of Council in 2008 fell into four categories:

- strategic direction of the University;
- self-governance of the Council;
- governance of the University; and
- compliance.

Strategic Direction of the University

The first Council workshop of the year was held in February and included discussion of the *Strategic Focus for 2008*. This workshop identified key topics of strategic interest for Council for 2008 and these, along with other topics, were included in the Council's meeting and work program for 2008. The topics discussed were:

- the University's Teaching and Learning Plan;
- emerging issues and trends (positioning ECU in the post-federal election environment);
- ECU's Alumni;
- ECU's Engagement Plan;
- a mid-year budget re-forecast;
- updates on the review of Higher Education (the "Bradley Review"); and
- Indigenous Education.

As part of its engagement with the University, Council requested and received high-level briefings from the executive deans of the three metropolitan faculties, and from the acting Dean of the Faculty of Regional Professional Studies (Bunbury).

The second Council workshop: *Longer-term Planning at ECU - Sustainable Lifestyles* took place in July and provided an opportunity for Council to consider four key topics:

- a sustainable ECU - growing student load and ensuring a sound financial base, so that ECU can deliver on its Vision and Mission;
- contributing, through ECU's curriculum (what we teach, how we teach it and how we assess it), to the cultural change needed for more sustainable lifestyles;
- addressing sustainable lifestyle issues through ECU's research and engagement; and
- ECU - a model sustainable organisation, as demonstrated by its practices and staff commitment.

At its December 2008 meeting, Council considered and approved the Budget for 2009.

Self-Governance of the Council

During 2008 Council continued to implement its governance reform program. The following governance matters were addressed during the year:

- All new Council members were required to sign the Code of Conduct.
- Inductions were completed for new members of Council.
- Amendments to the Matters to be Reserved to Council were approved. The Matters to be Reserved to Council is a document which clearly states those matters for which Council retains decision-making authority.
- The February workshop included a discussion on the outcomes of the 2007 review of Council members' performance. The discussion helped define the content of the mid-year workshop in addition to highlighting the ongoing professional development needs of Council members.
- A review of Council and individual members' performance was undertaken in October 2008. This included the completion of a questionnaire, which was offered online for the first time. Findings of the evaluations will inform professional development activities for 2009.

Governance of the University

Key Council activities in 2008 relating to the governance of the University included the following:

- Regular meetings of Council Committees were held during the year. Reports from these committees were subsequently provided to Council to keep it informed of activities across the academic and operational areas of the University.
- The Vice-Chancellor provided a mid-year and end-of-year report on the achievements of the University in relation to its key performance indicators.
- In June and December 2008, the Vice-Chancellor reported on progress against the key goals of the University, as identified by Council early in the year.
- A review of the University's policies was undertaken and a revised Policy Framework was approved by Council in June 2008.
- Under the auspices of the ECU Foundation Board, the Statutes and Rules governing the Foundation were reviewed. Delegations were approved by Council to provide effective transition arrangements until the revised Statutes and Rules are approved, which is expected to occur in the first half of 2009. An audit of the Foundation was completed and substantial work on a new account structure was undertaken. A consultant was appointed in late 2008 to assist in the development of a long-term fundraising strategy for ECU.
- Council approved a revised Integrated Risk Management Policy, Guidelines and Framework.
- Council approved the University's first Strategic Risk Register. The Strategic Risk Register was derived from a review of operational risk registers, together with consideration of the University's critical success factors and strategic priorities.
- Statute and Rule changes were approved by Council.

During 2008 the University took part in an international benchmarking exercise on leadership and governance under the auspices of the Association of Commonwealth Universities Benchmarking Program. The University's practices were reviewed by an external assessor who confirmed that the University demonstrated a robust and systematic approach to governance and was a "leading edge" performer when compared with other participants.

Compliance

The 2007 Annual Report was approved by Council at its 13 March 2008 meeting. The Council's monitoring of the University, particularly through the Resources Committee and the Quality and Audit Committee, provided assurance to Council that the University has appropriate risk management, financial and quality controls in place.

Changes to the arrangements relating to the National Governance Protocols (the "Protocols") meant that in 2008 the University was not required to submit a report on its compliance against each of the eleven Protocols. Council, however, affirmed its commitment to good governance practice, and will continue to meet the requirements of the Protocols, whilst enhancing its own model of governance. A report confirming that the University met the standards outlined in the Protocols was presented to Council at its August 2008 meeting.

Highlights of 2008

Student Achievements

Advertising students excel - Two ECU Advertising students were named Asia-Pacific Student Champions at the 2008 Asia-Pacific Media Forum held in Bali. Third-year students Suzy Kooy and Chloe Constantinides impressed judges with their presentation against strong competition from nine other university teams. Seven ECU Advertising students were also awarded runner-up in the national IAA Big Idea marketing communications competition held in October.

Success at the Japanese Language Speech Contest - ECU student Meredith Simpson won the Open Division at the annual Western Australia Japanese Language Speech Contest, the third year in a row that an ECU student has won the title. Meredith went on to take second place in the national competition.

Ethical hacking - School of Computer and Information Science students Daniel Meakins, Kyle Tedeschi, Phil Rosati and Glenn Mitton beat teams from other Western Australian universities to win the 2008 Ethical Hacking University Challenge. Ethical hacking is a version of hacking that is conducted with the knowledge and understanding of the system owner for the purpose of seeking vulnerable areas where a malicious hacker could attack.

Indigenous Australian students recognised - Performing Arts student Amy Hammond, and Criminology and Justice student Julie Pickett won the 2008 Vice-Chancellor's Indigenous Australian Scholarships. The scholarships are available to students of Indigenous Australian descent who demonstrate leadership within the Indigenous and University communities.

Business Icon - Ruveen Dias came second in the 2008 Western Australia Business Icon competition, one of four students from ECU's Faculty of Business and Law who competed. The Western Australia Business Icon program is for young Western Australians and follows a similar style to the television show *The Apprentice*. Forty contestants started the competition, completing a series of tasks with eliminations at the end of each round.

Media Awards - ECU Broadcasting student Dominique Pratt won the Student Prize at the Western Australia Media Awards for her story on alternative broadcast technologies. This is the second year in a row that an ECU postgraduate student has won the student prize, with Jayde Little winning the award in 2007.

James Morrison Jazz Scholarship - WAAPA graduate and jazz pianist, Konrad Paszkudzki won the 2008 James Morrison Jazz Scholarship. The exclusive scholarship provided him with \$10,000 for career development, as well as an instrument from Yamaha Australia.

ECU student goes off the beaten track for sustainability - ECU Education student, Caitlyn Haines, was selected to travel across Australia for the Australia India Universities Youth Forum, to acquire the knowledge and skills to become a sustainability champion. The Forum aims to develop links and foster understanding between Australian and Indian students and universities.

WA Screen Academy graduates make their mark in Broome - Recent Western Australian Screen Academy graduates Ben Young, Sam Barrett, Claire Marshall and Paul Komadina were selected to direct episodes of the children's television series *Trapped*. ECU graduates Ivan Davidov, Dayne Blundell-Camden and Ben Pascoe have also been selected for the production.

IKEA Project - Students from ECU's Interior and Spatial Design program entered into a collaborative project with design leaders, IKEA, to design a single chair inspired by nature. The *Air Chair* designed by third-year student Amy Cummings, was chosen to be fabricated as a life size prototype and displayed at IKEA.

2008 Australian Honours List - ECU alumnus, Sister Patricia Rhatigan was named Western Australia's Senior Australian of the Year in the Australian Honours List 2008. Sister Rhatigan has dedicated her life to the advancement and education of people in remote areas of Australia. Another ECU graduate, Dr Cam Webber, received a Medal for the Order of Australia in the 2008 Australian Honours List for service to medicine, education and fundraising.

Staff Achievements

ECU Professor appointed advisor to UNESCO - Professor Ross Dowling, ECU's Foundation Professor of Tourism, was appointed as Global Geoparks Advisor to the United Nations Education, Science and Cultural Organisation.

Superannuation Advisory Committee - Professor Marilyn Clark-Murphy, Head of the School of Accounting, Finance and Economics, was appointed to the newly formed Superannuation Advisory Committee which was set up to provide advice to the Commonwealth Government on policy and initiatives that have an effect on Australia's superannuation industry. Professor Clark-Murphy also participated in the *Australia 2020* Summit, contributing to the debate on *the future of the Australian economy*.

Pro-Vice-Chancellor receives Fulbright Scholarship - Professor Brenda Cherednichenko, Pro-Vice-Chancellor (Equity & Indigenous), and Executive Dean of the Faculty of Education and Arts, was one of only four Australians, and the only Western Australian, to be awarded a 2008 Fulbright Senior Scholarship.

Australian Learning and Teaching Council Awards - Professor Joseph Luca and Mr Rick Brayford received two of the 21 2008 Australian Learning and Teaching Council (ALTC) Australian Awards for Teaching Excellence. The awards recognise, celebrate and reward excellence in university teaching.

ALTC Citations - ECU was recognised by the ALTC with seven Citations for Outstanding Contributions to Student Learning, the most for any university in Western Australia in 2008. ECU recipients included:

- Associate Professor Lynne Cohen - for outstanding sustained leadership in the scholarship of teaching and learning, leading to dramatic improvements for staff and students in the field of Psychology and Social Sciences.
- Dr Trevor Cullen - for the development and implementation of a successful, relevant and contemporary journalism major.
- Mr Peter Holland, along with Ms Jo McManus, Mr David Smith, Mr John Duff and Mr Steve Gardiner - for a contemporary broadcasting course achieving outstanding student outcomes.
- Associate Professor Adrienne Kinnear - for a lifetime commitment to the education of young scientists and science teachers through inspirational teaching and leadership.
- Dr David Elder - for the development and use of innovative resources to promote semi-autonomous learning in large, mixed ability French language classes.
- Dr Geoffrey Swan - for sustained teaching excellence and leadership in physics education.
- Associate Professor Mel Ziman - for sustained commitment to fostering a teaching and research nexus that enhances learning of human biology for both undergraduate and postgraduate students.

South West lecturer receives fellowship - Mrs Viv Campbell, computer technology lecturer and course co-ordinator of ECU's Faculty of Regional Professional Studies, was named a fellow of the Australian Computer Society (ACS). Only two fellows are named by the ACS each year.

Publishing Successes - books written by ECU staff and released in 2008 included:

- the first comprehensive biography of former Labor leader Brian Burke: *The Godfather: the life of Brian Burke*, written by ECU's Professor Quentin Beresford;
- a book about the 2007 federal election, *Howard's End*, co-written by ECU's Associate Professor Peter van Onselen;
- a compilation of essays about the future of the Liberal Party, entitled *Liberals and Power: The Road Ahead*, edited by Associate Professor Peter van Onselen; and
- a book on the adverse impacts of bullying on both the perpetrator and victim, *Towards Dignity and Respect: An explanation of the Nature, Causes and Consequences of Workplace Bullying* by Dr Maryam Omari, ECU senior lecturer in Human Resources Management.

Microsoft funds ECU research into regional health - ECU senior lecturer Dr Alfred Tan was awarded a US\$100,000 grant by Microsoft to develop a foetal monitoring system which aims to extend the availability of antenatal care to remote and rural Australia using inexpensive foetal heart rate monitoring equipment and mobile 'phone technology.

Funding to combat cyber-bullying - ECU's Child Health Promotion Research Centre was granted \$400,000 by the State Government, and a further \$375,000 from the Telstra Foundation towards conducting the world's first study into how to combat the effects of cyber bullying.

Funding to address teacher shortages - Professor Brenda Cherednichenko, Executive Dean of the Faculty of Education and Arts, Professor Greg Robson, Head of the School of Education and Associate Professor Tim McDonald were awarded \$930,000 by the Commonwealth Government in a competitive funding program allocation to address the key issue of teacher shortages in Western Australia. ECU will develop new Graduate Diploma programs enabling student teachers to learn in a real school situation under the mentorship of excellent teachers.

Honorary fellowship from the National Strength and Conditioning Association - ECU's Professor Robert Newton was awarded an honorary fellowship from the National Strength and Conditioning Association in recognition of his extensive research contributions to the field.

ECU Professor named first Australian director on international board - Professor Cobie Rudd, ECU's Head of the School of Nursing, Midwifery and Postgraduate Medicine, was appointed to the International Board of Directors for the International Association for Research on Service-Learning and Community Engagement; the first Australian director to sit on this board.

ECU Records Staff win International Recognition - ECU's Records and Archives Management Services Unit received international recognition by winning the J Eddis Linton Records Management Association of Australasia award for demonstrating outstanding innovation/ best practice in the records management field.

Engaging and Serving Our Communities

Cyber Friendly Summits - ECU's Child Health Promotion Research Centre organised a Cyber Friendly Student Summit and a Cyber Friendly Parent Seminar to improve cyber safety and reduce the academic, social and emotional harms secondary students can experience from cyber bullying.

Helping Children to Thrive - ECU hosted the four-part public seminar series *Assisting Children to Thrive*, which aims to help schools and communities create positive environments where youth can thrive.

ECU and Mission Australia improve access to higher education - ECU partnered with Mission Australia to provide people experiencing significant life challenges with access to ECU courses. Mission Australia's Catalyst program encourages participants to improve their life situation through learning and developing essential skills in a supportive environment.

ECU hosted two Open Days in 2008 - the University welcomed over 13,000 members of the community onto its campuses for Open Day events in 2008. Prospective students and their families took the opportunity to find out about the courses available at ECU and toured the campus, attended information sessions and enjoyed live entertainment.

Innovation Lab - ECU, in partnership with the City of Wanneroo, launched an exciting new project to cultivate relationships between local businesses and ECU students. The Innovation Lab will see talented students from the Faculty of Business and Law working with local businesses to bring new ideas and projects to life.

The Vice-Chancellor's Distinguished Orator for 2008 - In September the Hon Dr Fred Chaney AO, delivered a speech entitled *Addressing Australia's Disconnections* at ECU's Joondalup Campus. Dr Chaney spoke about the work of Desert Knowledge Australia in creating an economically and socially sustainable future for people in remote communities.

ASIO lecture - Paul O'Sullivan, Director-General of Security for the Australian Security Intelligence Organisation delivered a public lecture on *The Australian Security Environment and the Importance of Security Research* at ECU's Joondalup Campus.

WA Chief Scientist visits ECU's Academic Extension program - Chief Scientist of Western Australia, Professor Lyn Beazley visited ECU's Joondalup Campus to address a group of gifted Year 10 students participating in a new academic extension program. The program is the result of a new partnership between ECU and the Catholic Education Office of Western Australia, and is aimed at students who have a special aptitude for science and mathematics.

Siemens Science Experience at ECU - Sixty Year 10 students from around Perth took part in the annual Siemens Science Experience at ECU's Joondalup Campus, spending three days on a university campus and experiencing a different kind of science.

Science for Kids Day - ECU welcomed 160 primary school children and 80 parents to ECU for Science for Kids day to take part in fun, hands-on science activities to encourage enthusiasm for science. S-Kids Day has been running at ECU since 2005, in collaboration with the Science Teachers' Association of Western Australia, with strong support from Scitech.

Fogarty Mathematics Clinic at ECU - Primary school students experiencing difficulty in mathematics received specialist help from ECU's pre-service teachers at the Fogarty Mathematics Clinic during their school holidays. Under the guidance of mathematics education staff, 55 pre-service teachers worked one-to-one with students, testing each child's abilities and then designing individual programs to improve the students' mathematics skills.

Literacy and Numeracy Summer School - As part of the Commonwealth Government's Summer School for Teachers initiative, ECU partnered with the University of Wollongong, the University of New England and the Australian Literacy Educators' Association to design and run four integrated components of the Literacy and Numeracy program aimed at enhancing the skills of Australia's leading teachers.

Green Advantage - ECU's Small and Medium Enterprise Research Centre launched its *Green Advantage for Small Business* program at West Coast TAFE to raise environmental awareness and provide practical support for small business managers and operators as they tackle sustainability and environmental issues.

ECU celebrates Earth Day - Over 500 primary school students celebrated Earth Day at ECU with an exciting program of activities at the Mount Lawley Campus. Students learnt about the world around

them through an extensive range of activities led by a number of environmental education professionals.

National Council on Education for Sustainability - ECU's Vice-Chancellor, Professor Cox, was nominated as the Universities Australia's representative on the National Council on Education for Sustainability. The Council was established to provide expert advice to the Commonwealth Minister for the Environment, Heritage and the Arts and his Department, on the effectiveness and profile of the Commonwealth Government's education for sustainability activities and education for sustainability issues in general.

WAAPA in the Park - Students from the Western Australian Academy of Performing Arts, in conjunction with the City of Stirling, presented the second *WAAPA in the Park* at Ron Stone Park in Mount Lawley in March. Approximately 3000 members of the wider community enjoyed a beautiful balmy evening listening to the WAAPA performances.

Alumni relationships - ECU facilitated 15 Alumni reunions in Australia, Singapore, North America, Sri Lanka, Japan and China, including a very well attended "all Alumni" movie night at the Pines Cinema at the Joondalup Campus.

Support of Breast Cancer Month - ECU helped raise awareness of Breast Cancer Month by lighting the iconic Chancellery Building pink in October.

Providing Programs to Meet the Needs of our Communities, in a Supportive and Stimulating Learning Environment

ECU Student satisfaction - ECU graduates rate their learning experience very highly, with Overall Satisfaction, Satisfaction with Good Teaching and Satisfaction with Generic Skills all above previous survey results and all above the average for Western Australian universities.

Graduate Employment - Latest survey results show that an increased proportion of ECU graduates were successful in finding full-time employment compared with the previous surveys and an increased proportion went on to further study.

Student Experience of ECU - ECU students are generally satisfied with the facilities and services provided by the University, with an improvement in overall satisfaction compared with the last survey. Eighty four per cent of ECU students would recommend ECU to others and 83 per cent would recommend their course of study to others.

Learning and Teaching Performance Fund - ECU will be rewarded for both excellence and improvement in its learning and teaching performance with a Commonwealth Government grant of \$2.84 million in 2009. The Learning and Teaching Performance Fund grant is the eighth largest awarded. ECU will direct these funds to innovative initiatives, including strategic funding proposals developed in 2008.

Welcome Day a great success - ECU welcomed more than 2500 new students to the Mount Lawley and Joondalup campuses with a University-wide orientation program that included a range of academic skills sessions, lifestyle workshops, social activities and *Living in Perth* sessions for relocating students.

NAIDOC week - NAIDOC week was celebrated at ECU with a diverse range of community events at the Joondalup, Mount Lawley and South West campuses. These included the *Celebration of Indigenous Art* exhibition, the Indigenous Film Festival and flag-raising ceremonies at each ECU campus.

Asia-Pacific Education Forum - More than 120 education leaders from around Australia and the Asia-Pacific region attended the inaugural Asia-Pacific Deans of Education Forum at ECU. ECU hosted the

forum in partnership with UNESCO (Asia-Pacific), Sampoerna Foundation Teacher Institute, Microsoft (Asia-Pacific) and Perth Education City.

Research facility to improve teacher training - ECU, the State Government and the Fogarty Foundation announced an innovative research facility based at the new Roseworth Primary School in Girrawheen. The research facility aims to support the development of high performing teachers for Western Australia's schools.

Centre for Excellence in Healthcare Simulation recognised for innovation - ECU's Centre for Excellence in Healthcare Simulation won the Innovation in Nursing Award at the HESTA Australian Nursing Awards for its scenario-based learning facilities, which help to ensure that nursing graduates are well-equipped and confident in dealing with a range of challenging clinical scenarios.

Perth Graduate School of Business - ECU's Perth Graduate School of Business was launched in 2008 and will offer a range of postgraduate business and law courses in a flexible and supportive learning environment designed to meet the needs of students already in the workforce.

Award winning new teaching facilities - The building program at ECU achieved a number of milestones in 2008, including the completion and occupancy of the award-winning 350 seat lecture theatre at its Joondalup Campus. The Business and Law Building at the Mount Lawley Campus was operational from mid-2008.

Developing Research Focus, Depth and Impact

Research income for 2008 - ECU's total research income increased by 21 per cent, to \$12.2 million. Thirty seven new research projects were awarded funding.

Postgraduate student satisfaction - The latest survey results show that overall satisfaction has improved. At 90.0 per cent, the result was 2.5 percentage points above the previous survey results.

ECU team awarded Alzheimer's research funding - Professor Ralph Martins and Dr Matthew Sharman were granted \$484,000 from the National Health and Medical Research Council to investigate the use of complementary and alternative medicine therapies in combating Alzheimer's disease.

Vario gains funding - Professor Robert Newton and Dr Daniel Galvão from the Vario Health Institute were granted \$500,000 in the latest round of funding from the National Health and Medical Research Council.

State Minister for Health opens Vario Health Institute - The State Minister for Health officially opened the Vario Health Institute and Wellness Clinic located within the new Health and Wellness Building. The Vario Health Institute provides cutting edge research, teaching and community health programs with a focus on illness prevention and disease management.

ECU's state-of-the-art Materials Research Laboratory - The Materials Research Laboratory became the first research laboratory in Western Australia to acquire a nanoindenter, which will be used by students in ECU's Mechanical Engineering programs. The machine places ECU at the forefront of nano-mechanical research in Australia.

ECU Survey reveals attitudes of Western Australia's Police, Nurses and Teachers - Professor Brian English released the latest findings from his *Wellbeing of the Professions* research which looks at issues affecting the work of police, nurses and teachers in Western Australia. The study involved a survey of 21,000 police, nurses and teachers, and follows up on the original *Wellbeing of the Professions* survey of 2005.

Fruit and veg could save health system millions - Dr Amanda Devine released findings of her research into how fruit and vegetables can reduce the risk of chronic disease and promote health and healing. It is estimated that increasing levels of fruit and vegetable consumption in Australia by just one serve per day would save between \$8.6 million and \$24.4 million in health care costs associated with breast, colorectal, prostate and lung cancer.

Tackling childhood obesity - In collaboration with the YMCA, Dr Mike McGuigan received a \$199,000 grant from the Healthy Active Australia Community and Schools Grants program to help tackle the problem of childhood obesity through the delivery of an evidence-based resistance training program for primary school-aged children.

Life at Three - The follow-up to Associate Professor Margaret Sims' Logie-nominated documentary, *Life at One*, was screened on ABC television in October. The *Life* series follows the development of 11 young Australians as they grow up. Professor Sims' research involves monitoring the stress levels of the children and the impact of stress on their long-term development.

WA Inventor of the Year Awards - Professor Kamal Alameh and Mr Budi Juswardy were runners-up in the Early Stage Category at the 2008 Western Australian Inventor of the Year Awards. Their invention, *the Integrated Broadband Digital Photonic Link*, is a light-based link to digitalise radio frequency, which can be used to transmit large volumes of data through a high quality wireless broadband network.

ECU's new research centres - ECU launched four new research centres in 2008:

- the Institute of Educational Research and Development;
- the Parkinson's Centre – formed to progress research into Parkinson's disease;
- SecAU Security Research Centre; and
- the Centre for Marine Ecosystems Research.

Building Organisational Sustainability

McKinnon Walker - Higher education consultants, McKinnon Walker, were engaged by ECU to undertake a review of administrative and support processes and services within faculties and service centres. This review prompted a number of changes which will enhance efficiency and effectiveness at ECU.

ECU's Leadership - Leadership capacity was enhanced by a number of appointments and changes to the University structure, including:

- Professor John Finlay-Jones took up the role of Deputy Vice-Chancellor (Research);
- Professor Tony Watson was appointed to the newly created role of Pro-Vice-Chancellor (International);
- Mr Robert Irvine was appointed Dean of the Faculty of Regional Professional Studies;
- Professor Colleen Hayward was appointed Head of Kurongkurl Katitjin: Centre for Indigenous Australian Education and Research; and
- two new roles: the Chief Information Officer and the University Librarian, were created on the recommendation of the McKinnon Walker review and were subsequently filled.

Ten professorial appointments were made in 2008, comprising promotions for seven high achieving ECU staff and three new appointments through a recruitment campaign focused on professorial chairs.

Staff Satisfaction - A revised staff survey was conducted in 2008 and showed some pleasing results, with improved performance shown in the majority of the traditional 'satisfaction' indicators. Results indicated that ECU staff were proud to say they work for ECU and would recommend ECU to a close friend.

The University's 2008 Operating Result - This was \$22 million, representing an increase of \$2 million on the 2007 result. The 2008 operating result excluding non-operating items such as the Churchlands land sales, capital grants and impairment of financial assets was \$19 million, which compares favourably to the reforecast budget of \$11 million. This good outcome was due to the significant staff commitment to manage resources effectively within the available funding.

Student numbers increased - 2008 saw an increase in student enrolments, with a more than 10 per cent increase in international student enrolments.

Student load - Total student load was 15,978 EFTSL, some 724 EFTSL, or 4.7 per cent above 2007. The largest funding category is Commonwealth Grant Scheme (CGS) load and CGS load for 2008 (10,622 EFTSL) was slightly under the CGS load agreed with the Department of Education, Employment and Workplace Relations (10,648 EFTSL).

Churchlands Campus closes - The Churchlands Campus was officially closed at a ceremony in June. Attended by staff who had worked at the campus, the event celebrated ECU's campus and the next phase in the site's development.

Design Awards - Public Art is an integral part of the ECU Churchlands Redevelopment project and in 2008 the Western Australian group of the Australian Institute of Landscape Architects awarded the project a design award for public art in landscape architecture.

Building Openings - Several key buildings were officially opened in 2008 including the Library and Technology Building, which was opened by the Premier of Western Australia and the Health and Wellness Building, which was officially opened by the Commonwealth Minister for Health and Ageing.

ECU Online - A major re-design of ECU's internet presence commenced with the release of a new home page and staff and student portals. The new look ECU site will be implemented incrementally throughout 2009.

Helping the environment - The latest Benchmarking Report from the Tertiary Education Facilities Management Association places ECU in the top 10 of Australian universities for energy efficiency, while ECU took another big step towards a smaller carbon footprint by distributing 20,000 re-useable, environmentally-friendly shopping bags, free of charge, to ECU's students and staff.

Edith Cowan University
Annual Report for 2008

Section 2 - Agency Performance

Report on Operations

Engaging and Serving Our Communities

ECU's strategic direction sets engagement as a central priority and seeks to maximise its integration into ECU's core functions of Teaching, Learning and Research. In the long-term, ECU seeks to be recognised for its range and quality of engagement activities, which will be a point of differentiation for ECU, producing mutual benefits and productive relationships with the University's various communities.

In 2008 ECU's goals in this Strategic Priority area were:

- to build a reputation for academic outreach, research and creative output which impact and serve the needs of ECU's communities;
- to ensure that ECU's curriculum reflects its commitment to engagement;
- to promote broad understanding of ECU as an "engaged university"; and
- to enhance the physical and cultural development of its local communities by promoting ECU's achievements and access to ECU resources and skills.

A summary of ECU's achievements in this Strategic Priority area is provided below.

Academic Outreach, Research and Creative Output

ECU seeks to build a reputation for academic outreach, research and creative output which impact and serve the needs of ECU's communities. Key achievements are listed below.

- **The Vario Institute** was officially opened by the Hon Jim McGinty, MLA, Minister for Health in June 2008 and its inaugural conference was held in December, with about 100 attendees. The Vario Institute provides cutting edge research, teaching and community health programs that focus on illness prevention and disease management through lifestyle and environment modification. One of its many programs is the successful *Living Longer Living Stronger* exercise program for seniors. Since the exercise program began in 2005, over 600 seniors have enjoyed health benefits from improved strength and bone density. In 2008 one of the program's instructors, Mr Kyle Smith, was named Instructor of the Year by the Council on the Ageing (WA).
- **ECU's Psychological Services Centre** continues to provide services to the community at a teaching clinic located in Lakeside Joondalup Shopping Centre. The clinic is the primary training centre for postgraduate students in ECU's School of Psychology. Counsellors, closely supervised by ECU staff members, are graduate psychologists undergoing specialist advanced training at Masters or Doctoral level.
- **School of Nursing, Midwifery and Postgraduate Medicine Longitudinal Clinical Partnerships** - In 2008 the School had State-wide partnerships spanning public, private and not-for-profit sectors, including Rio Tinto Iron Ore (*RTIO Community Partnerships*) and a rural excellence program (the *Pilbara Health Challenge*). Evaluations show that these clinical partnership programs are very successful and provide increased opportunities for students to have a role in identifying and responding to health issues in local or region-wide communities.
- **The Pilbara Health Challenge** offered undergraduate nursing students a service-learning experience, specifically in a rural setting. The program seeks to improve the health of community members, and Pilbara Iron employees in the towns of Paraburdoo and Tom Price, through the completion of student practicums by ECU students. As a result of the program's

success, it was nominated for the Terry Palmer Award for innovation in the workplace and was expanded in 2008 to include the rural town of Pannawonica.

- **The Centre for Excellence in Healthcare Simulation** was established in late 2007 and in May 2008, it was the State winner for the Innovation in Nursing category of the HESTA Australian Nursing Awards, which honour and recognise nurses, graduate nurses and nursing innovations that make a difference to communities.
- **The Northern Suburbs Community Legal Centre**, established as a result of collaboration between ECU and the Northern Suburbs Community Legal Centre, was expanded considerably in 2008. It now operates full-time in refurbished premises on ECU's Joondalup Campus. It provides free or low-cost legal services to disadvantaged members of the community, mainly in the areas of criminal law, tenancy, elder abuse (financial and property issues) and family law. The Centre enables ECU students to receive practical hands-on experience, supported by qualified practitioners, thereby positively engaging with the profession and the community.
- **Strengthening relationships with schools** - activities in 2008 included:
 - the Vice-Chancellor hosted three dinners with principals of schools in areas served by each of ECU's three campuses;
 - as part of the University's new suite of ECU-funded scholarships and awards, in 2008 ECU awarded 119 ECU Year 11 Citizenship Awards, 61 ECU Year 12 Personal Excellence Awards and 32 excellence scholarships to high school students;
 - the ECU direct entry pathways to Teacher Education were initiated for 2008, with 58 applicants from 20 partnership schools offered places on Bachelor of Education programs;
 - a range of initiatives in science and mathematics education took place in 2008, including Earth Day and S-Kids, which attracted hundreds of local school students to events on ECU's campuses; and
 - the annual Kambarang Career Day and Moorditj Career Day were held for Indigenous Australian secondary school students seeking advice on careers and study.
- **The Innovation Lab** is a joint initiative between the City of Wanneroo Economic Development Unit and ECU's Faculty of Business and Law. In Semester 2, 2008, 127 students and four lecturers worked with six local businesses to develop business plans and marketing strategies. The Innovation Lab has enabled the Faculty to further develop collaborative partnerships with the local community, local government and business, as well as delivering a substantial competitive advantage for ECU students through work integrated learning.
- **ECU Alumni, Donors and Friends** - Alumni and development achievements in 2008 included:
 - donations to the ECU Arts Collection totalling \$450,000;
 - social events, reunions and networking opportunities to further enhance ECU Alumni relationships. ECU facilitated 15 Alumni reunions in Australia, Singapore, North America, Sri Lanka, Japan and China, including a very well attended "Alumni movie night" at the Pines Cinema at the Joondalup Campus;
 - a review of services available to Alumni, which resulted in: the elimination of the \$30 Alumni subscription fee; the addition of services such as a *Facebook* page *Find a Friend*; and new travel services for Alumni. Three Alumni e-newsletters and one hard copy newsletter were issued in 2008; and
 - an increase in WAAPA sponsorships and prizes.

- **ECU Foundation** - Substantial work was undertaken during 2008, under the auspices of the ECU Foundation Board, to revitalise fundraising in support of the University's advancement and development. Notable activities included:
 - completion of an audit of the ECU Foundation;
 - drafting of a revised Statute and Rules to govern Foundation arrangements which are expected to be approved in the first half of 2009;
 - substantial work on re-structuring Foundation-related accounts and identifying faculty/centre-based donations and contributions; and
 - the appointment of Global Philanthropic late in 2008 to assist the University in developing a long-term fundraising strategy, which is expected to be submitted to Council for approval in the first half of 2009.

Engagement in the Curriculum

In 2008, ECU continued to build effective relationships with external stakeholders, including key industry groups, employers and professional bodies. ECU's Academic Profile reflects its strong relationships with external stakeholders, particularly in the areas of Health, Education, Arts and Entertainment, Law, Policing and Business.

- **Strategies for enhancing engagement in teaching and learning** - A process for mapping engagement in undergraduate courses was developed and a large scale mapping exercise was undertaken in November.
- **Consultative Committees** - Through the operation of ECU's 34 consultative committees, representatives of business and industry influenced course design in a wide range of disciplines. An additional consultative committee - the Public Relations Consultative Committee - was established in 2008.
- **Practicums** - Practical workplace learning experiences are integral to many ECU course programs including Advertising and Public Relations, Broadcasting and Journalism, Education, Health, Interactive Media, Paramedicine, Psychology and Planning, as well as courses offered through WAAPA.
- **New engineering courses and practicums have been developed** for delivery in 2009 as a result of collaborations with WA Main Roads, the Water Corporation, KBR, Western Power and Wood & Grieve. The Civil, Mechanical and Electrical Power Engineering courses will help address skill demands in these areas.
- **Centre for Communications Engineering Research** - A research project commenced in collaboration with the Public Transport Authority to improve video surveillance capabilities on Transperth trains.
- **Large industry donation** - Woodside donated \$200,000 worth of hardware components to establish a process control plant at the School of Engineering.
- **ECU's Security Test Research Lab** has increased its activity, with government agencies sending many more items for testing.
- The new **Health and Wellness Building** was officially opened in August 2008 by the Hon Nicola Roxon MP, Commonwealth Minister for Health and Ageing. The building offers world-class teaching facilities for students studying to enter the health professions.

- **ECU's Faculty of Regional Professional Studies** established relationships with two local schools whereby final year Education students have the theoretical content of their final workplace learning units delivered by principals and teaching staff in schools, rather than on campus.
- **Social Work staff from ECU's South West Campus** worked with local community services agencies to create opportunities for Social Work students to engage with practitioners in the field.
- **The Surf Lifesaving Australia Bronze Medallion** award was incorporated into a unit in ECU's Bachelor of Science (Surf Science and Technology) and taught by Surf Lifesaving Australia staff.
- **ECU's School of Communications and Arts** was involved in collaborative work with a range of partners to implement Mission Australia's Catalyst program (sponsored by Woodside) at ECU. The program offers access to units and courses within the School to underprivileged members of the community. The project, led by the Australian Catholic University and with partners including ECU, received a 2008 ARC Linkage grant of \$120,000.

ECU as an "Engaged University"

ECU pursues a range of multifaceted and complex engagement activities that provide mutually beneficial outcomes for the University and the communities it was established to serve. The diversity of ECU's relationships is illustrated by ECU's stakeholder groups: students; local, State and Commonwealth Government; other education providers; employers; professional bodies; communities (including geographic, Indigenous Australians, researchers, Alumni and community groups); and community organisations.

ECU seeks to promote broad understanding within the University, of what it means to be an "engaged university". Strategic developments during 2008 are listed below.

- **An Engagement Functional Plan** to guide engagement activities was approved by the ECU Council in June 2008.
- **The Engagement Reference Group**, chaired by the Pro-Vice-Chancellor (Engagement) and supported by a newly created University Engagement Co-ordinator position, continued to meet throughout 2008. The group provides a forum to concentrate on University-community engagement and ensure that engagement activities are connected across ECU.
- **An Engagement Scorecard** to facilitate measuring progress and success in engagement was progressed.
- **The South West Engagement Plan 2007-2009**, links ECU's activities on the South West Campus with key schools, industry, government and community organisations. A new initiative for 2008 engaged the State Department of Education and Training and Kingston Primary School in the delivery of innovative programs in Teacher Education at the South West and Mount Lawley campuses.
- **Student Awards** - The University developed two new student awards in 2008: the *Student Award for Outstanding Contribution to University Life*; and the *Student Award for Engagement*. The first awards will be made in 2009.
- **Early Career Development Program** - Following the successful delivery of this State Government-funded initiative by ECU's School of Nursing, Midwifery and Postgraduate Medicine in 2007, funding was expanded in 2008 to include a regional program, in addition to the original Perth-based program. The programs have attracted strong demand and were very successful.

- **ECU's Head of the School of Nursing, Midwifery and Postgraduate Medicine** was appointed to the International Board of Directors for the International Association for Research on Service-Learning and Community Engagement. This is the first time an Australian has been appointed to this Board and will help Australian institutions to build collaborations with similar institutions in the United States and Canada.
- **ECU's Head of the School of Accounting, Finance and Economics** was appointed to the newly formed Superannuation Advisory Committee which was set up to provide advice to the Commonwealth Government on policy and initiatives that have an effect on Australia's superannuation industry.

Physical and Cultural Development of Local Communities

ECU seeks to enhance the physical and cultural development of its local communities by promoting access to ECU resources and skills. Achievements in 2008 are shown below.

- **Mount Lawley Educational Precinct** - ECU and the Mount Lawley Senior High School (MLSHS) have a memorandum of understanding to share resources, facilities and curricula in order to provide enhanced opportunities for students. In 2008 MLSHS students participated in WAAPA programs, ECU pre-service teachers worked in extended roles at MLSHS and new collaborative projects were developed in Health and in Education.
- **The Western Australian Academy of Performing Arts (WAAPA)** continued to play a key role in generating and maintaining numerous partnerships and close associations. In 2008 WAAPA produced over 200 public performances and held corporate workshops and audition master classes in Aboriginal theatre, acting, arts management, broadcasting, dance, music theatre and music, production and design. WAAPA continued to provide rehearsal facilities for the Western Australian Youth Orchestra and Western Australian Youth Jazz Orchestra and the orchestras collaborated with WAAPA on a number of projects. In 2008 final year Music Theatre students were invited to perform their graduating performance, *The Good Fight*, a new Australian work, at the New York Music Festival. WAAPA conducts programs in partnership with the City of Swan, the City of Stirling and the City of Cambridge and through collaborative industry performance companies, such as the LINK Dance Company. Performances in 2008 included *Cloudstreet* at the Hong Kong Academy of Performing Arts, Wangaratta Jazz Festival and the *Showcase* event in Melbourne and Sydney.
- **The Vice-Chancellor's 2008 Distinguished Orator** was the Hon Dr Fred Chaney, AO, who spoke on *Addressing Australia's Disconnections* to a diverse group of staff, students, business representatives, and the wider community at ECU's Joondalup Campus.
- **ECU hosted many other public lectures** and on-campus public addresses, which included a lecture by Paul O'Sullivan, the Director-General of Security for the Australian Security Intelligence Organisation, and the four part public seminar series, *Assisting Children to Thrive*.
- **The 2008 Science for Kids Day** was opened at the Mount Lawley Campus by the Western Australian Governor, His Excellency Dr Ken Michael, AC. The event, organised in collaboration with the Science Teachers' Association of Western Australia and Scitech, attracted 160 primary school students and 80 parents to take part in activities to encourage enthusiasm for science.
- **ECU worked with Twin Cities FM** and the Lotteries Commission to successfully relocate the community radio station from the City of Wanneroo Works Depot to newly refurbished premises on ECU's Joondalup Campus.

- **The Perth International Film Festival** was again supported by ECU. Movies were screened at the Joondalup Pines Picture Garden and attracted strong community support with 21,900 attendees in 2008, an increase of 5000 compared with 2007. This event has become part of Western Australia's annual cultural calendar.
- **An Indigenous Art Exhibition** was held during NAIDOC week on ECU's Mount Lawley Campus and featured art works from ECU's Art Collection, from community partners and from prisoners at Hakea prison. The exhibition was well attended by staff, students and community members. ECU also hosted an Indigenous short film festival, screening a series of Indigenous films for members of the community.
- The **"Not Just Art" Exhibition** at ECU's Joondalup Campus was hosted as part of PRIDE Month celebrations. The exhibition profiled the achievements of Gay, Lesbian, Bisexual, Transgender and Intersex people in areas other than the arts and featured high-achieving scientists, journalists, athletes, and others. Staff, students and members of the wider community attended the exhibition.
- **The Joondalup Learning Precinct (JLP)** with representation from ECU, West Coast TAFE, the Western Australian Police Academy and the City of Joondalup, continued to implement joint strategies to develop and deliver education and training. ECU's Deputy Vice-Chancellor (Academic) became the Chair of the JLP Board in September.
- **The JLP Centre for Leadership's Leading Edge program** continued in 2008 with 13 participants recruited from eight public and private sector organisations (the Western Australian Police Service, Geo Image Pty Ltd, Belmont Forum, HWE Mining, LaSalle College, ECU, City of Joondalup and West Coast TAFE). Evaluations of the program by participants, employers and external facilitators have been very positive.
- The successful **cross-institutional staff mentoring program** involving ECU, West Coast TAFE, the Western Australian Police Academy and the City of Joondalup continued with 36 participants in 2008, an increase from 28 in 2007.
- **ECU's School of Communications and Arts** continued its close relationship with local communities through numerous public exhibitions, performances and industry projects both in Australia and overseas. The School's Spectrum Project space in Northbridge is an important venue for a range of public exhibitions that engage the community in arts events and critical debate. The School's teaching program was extended to 15 high schools in Western Australia through a series of art and media intensive workshops. The project offers students a taste of higher education courses in the contemporary arts and media, and serves to create meaningful links with these and other schools.
- **ECU's Sport and Fitness Centres** continued to attract members of the community and membership at both the Joondalup and Mount Lawley centres grew in 2008.
- **Conferences hosted by ECU** included the inaugural Vario Health Conference, the inaugural Asia-Pacific Deans of Education Forum, a series of four security conferences hosted by SecAU, the Higher Education Research and Development Society conference: Engaging Communities, and the 14th annual Australian New Zealand Systems Society (ANZSYS) Conference.

Providing Programs to Meet the Needs of our Communities, in a Supportive and Stimulating Learning Environment

ECU seeks to be recognised for providing a world-class education and a fulfilling student experience. In 2008 ECU's goals in this Strategic Priority area were:

- to improve the quality of teaching;
- to optimise student load through attracting and retaining students;
- to be responsive to students and employer needs by providing relevant programs, taught in ways that engage its students; and
- to enhance the overall "student experience" at ECU.

A summary of ECU's achievements in this Strategic Priority area is provided below.

Quality of Teaching

In order to improve the quality of teaching, during 2008 ECU focused on:

- embedding engagement into the curriculum;
- developing and implementing guidelines for supporting student learning;
- undertaking major course reviews;
- improving course co-ordination processes and outcomes;
- planning and implementing training programs for off-shore teachers and tutors; and
- piloting web collaboration tools and reviewing web technologies.

Recognition of ECU Quality and Standing in Teaching and Learning

ECU will be recognised for the quality of its teaching and learning with a Commonwealth Government grant of \$2.84 million in 2009. The Learning and Teaching Performance Fund (LTPF) award to ECU recognises both excellence and improvement in the University's teaching and learning performance. ECU will direct these funds to innovative initiatives, including strategic funding proposals developed in 2008.

The LTPF assessment was based on indicators of performance from the 2007 Course Experience Survey (Overall Satisfaction; the Good Teaching Scale; and Generic Skills), the 2007 Graduate Destination Survey (Full-time Employment; and Further Study), together with two further measures of student success (Progress and Retention).

Evidence of the current quality and standing of teaching and learning at ECU is also shown in the recognition of ECU teaching staff in 2008. ECU enjoyed success in the Australian Learning and Teaching Council's teaching awards, while the Vice-Chancellor's teaching awards also recognised some of ECU's best teachers.

2008 Australian Learning and Teaching Council Awards for Teaching Excellence:

- Professor Joseph Luca, Director of the Graduate School. Physical Sciences and Related Studies Category.
- Mr Rick Brayford, Faculty of Education and Arts, WAAPA. Neville Bonner Award for Indigenous Education.

2008 Australian Learning and Teaching Council Citations for Outstanding Contributions to Student Learning:

- Associate Professor Lynne Cohen, Faculty of Computing, Health and Science, School of Psychology and Social Sciences - for outstanding sustained leadership in the scholarship of teaching and learning, leading to dramatic improvements for staff and students in the field of Psychology and Social Sciences.
- Dr Trevor Cullen, Faculty of Education and Arts, School of Communications and Arts- for the development and implementation of a successful, relevant and contemporary journalism major.
- Mr Peter Holland and Team (Ms Jo McManus, Mr David Smith, Mr John Duff and Mr Steve Gardiner), Faculty of Education and Arts, School of Communications and Arts - for a contemporary broadcasting course achieving outstanding student outcomes.
- Associate Professor Adrienne Kinnear, Faculty of Computing, Health and Science, School of Natural Sciences - for a lifetime commitment to the education of young scientists and science teachers through inspirational teaching and leadership.
- Dr David Elder, Faculty of Education and Arts, School of Communications and Arts - for the development and use of innovative resources to promote semi-autonomous learning in large, mixed ability French language classes.
- Dr Geoffrey Swan, Faculty of Computing, Health and Science, School of Engineering - for sustained teaching excellence and leadership in physics education.
- Associate Professor Mel Ziman, Faculty of Computing, Health and Science, School of Exercise, Biomedical and Health Sciences - for sustained commitment to fostering a teaching and research nexus that enhances learning of human biology for both undergraduate and postgraduate students.

The Vice-Chancellor's Citations for Excellence in Teaching in 2008:

- Dr Anna Targowska, Faculty of Computing, Health and Science, School of Psychology and Social Sciences.
- Dr Lynnaire Sheridan, Faculty of Business and Law, School of Marketing, Tourism and Leisure.
- Mrs Sue Sharp, Faculty of Education and Arts, School of Education.
- Dr Tim McDonald, Faculty of Education and Arts, School of Education.
- Mr Rick Brayford, Faculty of Education and Arts, WAAPA (Early Career category).

The Vice-Chancellor's Award for Programs that Enhance Learning:

- Ms Lisa Paris, Faculty of Education and Arts, School of Education, Program: The ECU Graduate Mentor Project in Visual Arts Education.

The Vice-Chancellor's Citations for Excellence in Teaching in 2008:

- Dr Trevor Cullen, Faculty of Education and Arts, School of Communications and Arts.
- Ms Janet Fellows, Faculty of Education and Arts, School of Education.
- Mr Peter Holland and Team, including Ms Jo McManus, Mr David Smith, Mr John Duff and Mr Steve Gardiner, Faculty of Education and Arts, School of Communications and Arts.
- Associate Professor Adrienne Kinnear, Faculty of Computing, Health and Science, School of Natural Sciences.
- Ms Jenny Lane, Faculty of Education and Arts, School of Education.
- Dr Peter Ling, Faculty of Education and Arts, School of Communications and Arts.

- Dr Mark McMahon, Faculty of Education and Arts, School of Communications and Arts.
- Dr Geoffrey Swan, Faculty of Computing, Health and Science, School of Engineering.
- Ms Suzanne Tencer, Faculty of Regional Professional Studies (Nursing).
- Associate Professor Mel Ziman, Faculty of Computing, Health and Science, School of Exercise, Biomedical and Health Sciences.

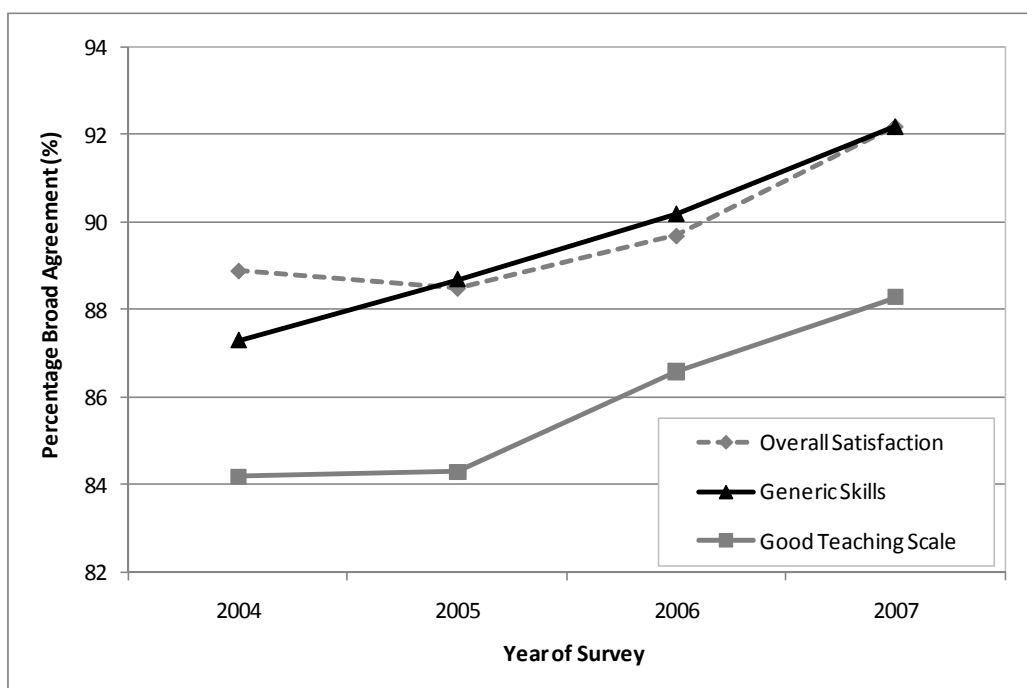
ECU Teaching Outcomes

Teaching and learning quality at ECU is measured and reviewed through a number of mechanisms including the national Course Experience Questionnaire (CEQ) and Graduate Destination Survey (GDS) instruments and through ECU's Unit and Teaching Evaluation Instrument (UTEI).

Graduate Satisfaction

Results from the most recent CEQ survey of ECU graduates (those who graduated in 2006, surveyed in 2007) show that ECU graduates rate their learning experience very highly. As Figure 3 shows, results for the three measures: Overall Satisfaction; the Good Teaching Scale; and Generic Skills, each show a trend of improvement for the period 2005 to 2007. In each case, the ECU result for 2007 on these measures is higher than the average for Western Australian universities.

Figure 3: ECU Graduate Satisfaction, Course Experience Questionnaire, 2004-2007



Notes: The three measures record the percentage of ECU Bachelor level graduates who, in responding to the relevant Course Experience Questionnaire survey items, 'broadly agree' with those statements. The percentage broad agreement is the percentage of responses which are 3 (neither agree nor disagree), 4 (agree) or 5 (strongly agree) on the five-point Likert scale.

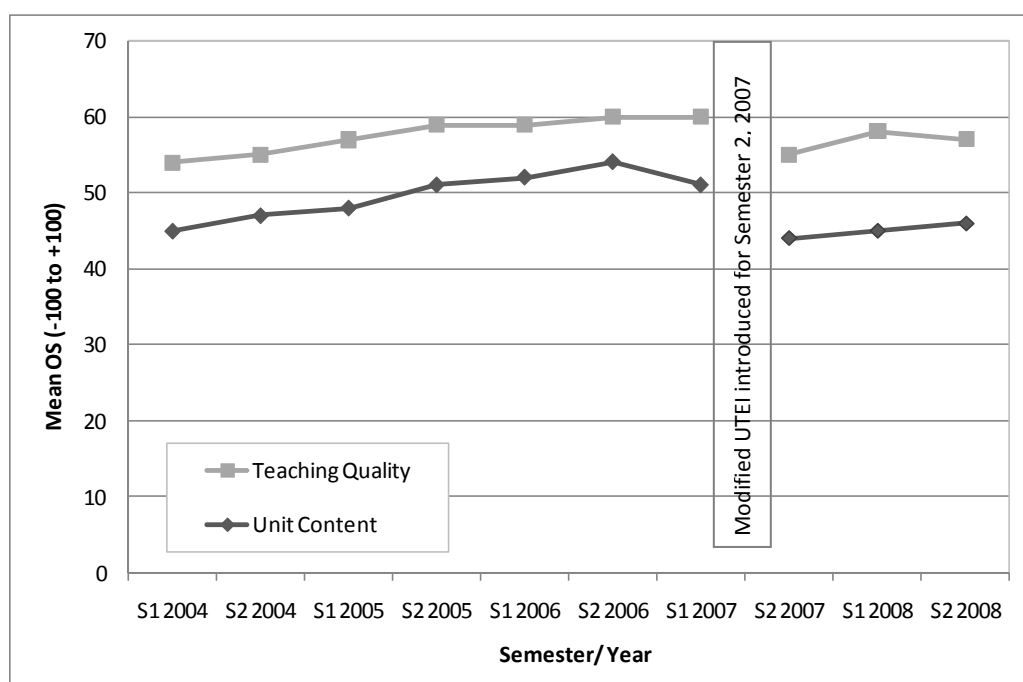
The Key Performance Indicator Report beginning on page 146 of the Annual Report provides detailed information on ECU's performance on the Overall Satisfaction (KPI Table 2) and Satisfaction with Good Teaching (KPI Table 3) measures.

Current Student Satisfaction

The Unit and Teaching Evaluation Instrument (UTEI) collects data on students' assessment of teaching quality and unit content on a semester by semester basis. The UTEI provides much more timely feedback on student satisfaction with teaching and course content than the CEQ, and therefore provides an important means of identifying areas of improvement in student satisfaction.

Figure 4 shows that student perception of teaching quality steadily improved until the end 2006. Similarly, satisfaction with unit content grew from 2003 until the end of 2006. Wholly online data collection was implemented for Semester 1, 2007 and a modified (and shortened) survey was introduced from Semester 2, 2007. This has created a new baseline data for future comparisons and both student perception of teaching quality and satisfaction with unit content increased between Semester 2, 2007 and Semester 2, 2008.

Figure 4: ECU Mean Overall Satisfaction with Teaching Quality and Unit Content, UTEI, 2004-2008



Notes: Mean overall satisfaction is measured on a scale of -100 to +100. The measure includes all ECU student cohorts and all coursework units.

Improving performance in teaching and learning is aided by reliable and timely measurement and reporting of teaching performance data to faculties and schools. In the area of teaching performance measurement and reporting, key activities in 2008 are listed below.

- Improvements were made to the reporting features of the UTEI which enabled issues influencing performance to be identified. Measures were undertaken to address identified areas of need, including: improving communications within courses; increased use of technology to support learners' needs; and the development of formal guidelines articulating staff interactions with students.
- The standardised online Mid-course (internal) version of the CEQ was again used to gather data from students during their courses. Schools implemented measures to address issues that were identified through student responses.
- The ECU Teaching Quality Index using CEQ, GDS and UTEI results was used to recognise and reward good teaching.
- Teaching performance was reported to the University community, including:

- Mid-course CEQ results reported to heads of school;
 - online UTEI and CEQ results reported to schools and committees; and
 - streamlined processes supporting course co-ordinators' reports on course evaluation, graduate destinations, student progression and retention.
- Analyses and strategies to improve ECU's student satisfaction and graduate outcomes were considered by the Quality and Audit Committee and the Academic Board in 2008 as part of the monitoring by Council of teaching performance and graduate outcomes.

Sessional Staff Review

Recognising the importance of sessional academic staff in the delivery of quality learning and teaching programs, in 2008 ECU undertook a review among sessional staff to investigate levels of satisfaction and potential strategies for improving learning and teaching. As a result of the review, in 2009 ECU will develop:

- guidelines for course co-ordinators and schools to provide consistency in the employment, development and recognition of sessional staff across the University; and
- a Sessional Staff Handbook to facilitate access to relevant information and knowledge of ECU policies and procedures.

Academic Staff Development

In addition to traditional forms of academic staff development, the Centre for Learning and Teaching conducted courses for faculty staff including *Managing Student Behaviour* and a course for course co-ordinators. The Centre for Learning and Teaching also commenced development of several other programs, including an online program on teaching with technology.

The scholarship of teaching was enhanced by the inaugural ECU Learning and Teaching University Research Event (ECUture). Keynote speakers at the conference forum included Professor Peter Goodyear from the Collaborative Communities Research Centre at the University of Sydney. The conference forum was attended by 80 ECU staff as well as 12 police officers from the Western Australian Police Academy. Eighteen fully refereed papers were presented and 18 other sessions were hosted.

Following recommendations from the McKinnon Walker Report, a review was undertaken of the provision of professional development and training within the University. Outcomes from the review process will be implemented in 2009 to create more efficient and effective professional development for ECU staff to support organisational development as well as personal development.

Course Reviews

Major course reviews were undertaken for eight courses provided by the three metropolitan faculties (Faculty of Education & Arts, Faculty of Computing, Health & Science, and Faculty of Business & Law). The reviews examined issues such as student retention and satisfaction, composition and activity of the consultative committees, teaching methods and constructive alignment of outcomes and assessments. A database was developed to facilitate these reviews and outcomes of the reviews will be implemented in 2009.

Fostering Quality in Teaching and Learning

ECU's Curriculum Learning and Teaching Committee (CTLC) was active in 2008 in developing activities and supports to foster quality learning and teaching across the University. As well as providing close

scrutiny on the development of new courses and units, CTLC also undertook a number of initiatives including:

- the articulation of the underpinning principles characteristic of teaching and learning at ECU, as a means to guide new curriculum developments and to develop staff capabilities in designing and delivering units and courses;
- the development of guidelines supporting student learning, to describe the expectations of the University in relation to the manner in which communication and information processes and interactions will occur in teaching activities;
- the development of a process to support the collaborative peer-review of teaching; and
- the development and dissemination of a Unit Coordinator's Handbook to assist unit co-ordinators to better understand and carry out their various roles and responsibilities.

Engagement in the Curriculum

Engagement and its influence on the ECU curriculum is reported on pages 26 to 29 of the Annual Report.

Attracting and Retaining Students

ECU seeks to optimise its student load by attracting and retaining students motivated and capable of benefiting from higher education. ECU recognises a number of components to this strategy including: increasing access opportunities and support for participation; increasing mature-age participation; enhancing the “first year at university” experience; improving equity group participation; and improving ECU's internet presence and marketing strategies for prospective students.

Access Opportunities and Support for Participation

During 2008 ECU pursued a number of strategies to improve access to higher education by widening opportunities for study. These strategies included further development of admissions pathways, providing more options for flexible learning and by providing additional support for those students “at risk” of failing their courses or ceasing their studies.

Admission Pathways

The Portfolio Entry pathway continued to grow in 2008. In total 477 applications were received, up from 423 applications in 2007. In 2008 343 offers were made, compared with 299 in 2007.

ECU continued to develop its non-TER entry pathways. In 2008 approximately 62 per cent of ECU's commencing undergraduates entered Bachelor courses on a basis of admission other than TER. 2008 initiatives included:

- expansion of the Portfolio Entry pathway for ECU's Education programs, based on nomination by school principals; and
- a pathway for students who have completed a VET Certificate IV as part of their schooling.

Enabling Courses

Enabling courses were expanded with the provision of additional Commonwealth-supported places for ECU's University Preparation Course (UPC). The UPC is a means of equipping students with learning skills for successful study before they commence an undergraduate course. The UPC provides a pathway for those who might not have otherwise gained entry to ECU and consistently elicits positive student responses.

In 2008 433 students moved from the UPC into ECU undergraduate courses and 798 new students commenced the UPC.

The TAPS (Teacher Assistants Program) course was converted into an Enabling course in 2007 and during 2008 this course attracted 215 commencing students.

Enquiry Management and Student Admissions

The Enquiry Management System was implemented across the University in early 2007. In 2008, staff responded to over 188,500 telephone enquiries and 52,500 email enquiries. Seventy six per cent of emails were answered within two working days of receipt. The 'Ask Us' self-help facility serviced an additional 42,500 enquiries.

A successful pilot for online applications for admission was conducted during 2008. As a result, *e-admissions* was implemented in time for direct applications for admission to ECU's undergraduate and postgraduate coursework courses in 2009.

Online and Off-Campus Study Options

Flexible delivery which utilises advances in educational technology gives the University an opportunity to present students with a different learning experience and enables some personalisation of learning through the use of self-directed learning materials.

Student demand for e-learning and off-campus options for study continues to grow and therefore flexible delivery continues to be a high priority for ECU. ECU has begun a program to move from a basic web-publishing model of e-learning to a learner-centric model with the use of web collaboration tools.

The number of Blackboard sites has grown from 840 in 2007 to 1377 in 2008 and the number of students with access to one or more Blackboard site has risen from 18,460 to 25,496 for the same period.

ECU will upgrade a number of components of its learning management system in 2009, to improve the functionality and capabilities of its electronic delivery of units and courses. As well a number of courses are being upgraded to facilitate their total delivery online.

Retention Strategies for "At Risk" Students

Retention strategies continue to be a priority for the University. Retention of students is co-ordinated by a specially designated manager within ECU's Student Services Centre and strategies are in place to identify those students most at risk of dropping out or failing their courses.

The Key Performance Indicator Report beginning at page 146 of the Annual Report includes a key performance measure for retention of commencing Bachelor pass students into their second year of study. This shows that ECU's retention rate improved in each year from 2004 to 2006 to 79.6 per cent, but declined to 76.2 per cent for those commencing in 2007 and continuing in 2008.

Strategies for Mature-Age Participation

ECU's Mature-age Working Party was formed in early 2008 in response to a consistent decline in mature-age enrolments at ECU, which has been most evident in the last two years. The Working Party was chaired by the Pro-Vice-Chancellor (Teaching & Learning) and developed and implemented strategies to attract and retain mature-age students. These strategies included:

- development of information on advanced standing for marketing to mature-age students;
- a deliberate marketing strategy to target mature-age students from 2009 and beyond;

- increasing flexibility in course offerings to make courses and units more accessible and their delivery approaches appealing to the mature-age cohort;
- introducing new courses specifically targeting mature-age students' interest and opportunities; and
- enhancing support services to accommodate the needs of mature-age students, many of whom work full-time or are primary carers and who therefore study in part-time modes.

A number of initiatives supporting these strategies were implemented and others will continue into early 2009.

The “First Year at University” Experience

In 2008 initiatives which began in 2007 were consolidated, while some new initiatives commenced.

- During 2008 the orientation and transition program was further refined. Welcome Days were introduced on each campus, bringing a focus to the commencement of semester for new and continuing students and providing access to information and activities related to student life on campus and the support services available.
- A new model for the provision of study skills and learning support was implemented during 2008. Services are now delivered through Learning Centres, established on each campus. A comprehensive set of student workshops were also developed and delivered.
- A new publication called *Survive and Thrive* was developed for students. This publication, which is available in hard copy and on ECU web pages, provides comprehensive information for students, including:
 - The Student Charter;
 - Important dates;
 - Key contacts;
 - Computers and technology;
 - Study support;
 - Student life;
 - Fees information;
 - Keeping well and staying safe;
 - Careers services;
 - Specific information for international students; and
 - Rules and policies.

Scholarships

In 2008 ECU made its first awards under a revised ECU-funded scholarships program, developed in 2007. The new program is intended to help the University achieve its Mission, Vision and Values by improving promotion of ECU and through the attraction and retention of students.

The new suite of scholarships help ECU's engagement with high schools in Western Australia (especially those in close proximity to ECU's campuses) by encouraging students who had not considered university study to connect with ECU while still in Year 11 and Year 12. The scholarships support participation from prospective students from equity groups, including those who are the “first generation to university”, recognise excellence and endeavour and help those who wish to study at ECU's regional South West Campus.

In total, 250 awards were made from the ECU-funded scholarships program in 2008.

In 2008 ECU also allocated more than 1100 Commonwealth Scholarships to ECU students, worth approximately \$3.3 million. The Commonwealth Scholarships for 2008 onwards included four

additional Commonwealth Scholarships for Associate Degree students and 45 new Indigenous Enabling and Access Scholarships, secured by ECU in a competitive bidding process in 2007.

Equity Group Participation

Commentary on equity group participation at ECU is included at page 69 of the Annual Report. ECU's ongoing commitment to equity matters and the strategies in place in 2008 are further described on page 168 of the Annual Report.

ECU's Internet Presence and Marketing Strategies for Prospective Students

One of the major projects for 2008 was the complete redesign and redevelopment of the reachyourpotential.com.au website. Following a website review by consultants Deloitte in 2007, the website was redesigned using a 'persona' methodology which groups users of the website in order to provide prospective students and others with a simpler method of finding the information relevant to them. The 'personas' developed were school leaver, non-school leaver, teachers, parents, international and postgraduate.

A new course finder database was also developed to provide improved searches and information for prospective students. The reachyourpotential.com website attracted more than 430,000 unique visitors, an increase of almost 10 per cent compared with 2007.

2008 saw the continuation of the successful advertising campaign launched in 2007 - *ECU Students Speak for Themselves*. In 2007 there were seven television advertisements and the series was expanded in 2008 with another five television advertisements covering courses in Planning, Law, Psychology, Computing and Contemporary Arts. The advertisements support ECU's key brand messages in relation to relevance, engagement and the quality of its facilities and services.

Extensive press and radio campaigns, using testimonials from students, staff and employers, supported the television advertising. The *ECU Students Speak for Themselves* concept was further developed to promote mid-year entry, ECU Open Days, postgraduate study and higher degree by research programs.

In addition to the advertising campaigns, during the course of 2008 ECU undertook a number of radio promotions with popular radio stations Nova and 92.9. The radio promotions provided a range of benefits including radio spots, credit lines, presence on the radio station's websites and e-newsletters.

Sponsorships were given a higher priority in 2008. A number of new sponsorships were negotiated to provide the University with greater brand exposure in a number of communities including:

- the ECU West Coast 1000 - a new swimming event;
- Equipe Industries - motivational talks to high school students;
- Your Tutor - online tutoring service for high school children;
- the Joondalup Relay for Life;
- the WA Environment Awards; and
- sponsorship of the ECU Ballkids at the Hyundai Hopman Cup.

In addition, ECU continued its sponsorship of a number of other community events and awards including the Joondalup Valentines' Day Concert, the WA Youth Awards, the Perth International Arts Festival (Pines Picture Theatre), the *Moving On Stepping Out* film festival for high school students and the WA Curriculum Council Awards.

The Key Performance Indicator Report beginning at page 146 of the Annual Report includes ECU's share of first preference applications via the Tertiary Institutions Services Centre (KPI Table 5). As one

measure of ECU’s competitive market position in Western Australia, it is pleasing to note that applications to ECU for 2008 increased by 1.6 percentage point to 21 per cent.

Responsiveness to Students and Employers

ECU seeks to be responsive to student and employer needs by providing relevant programs, taught in ways that engage its students. Strategies to achieve this include the development of new courses and programs, reviewing and revising the ECU Academic Profile and improving the employability of ECU graduates.

New Course Offerings

During 2008 each faculty explored new course initiatives to respond to emerging demand for education in a number of new areas. As a result, 68 new courses were approved and will be offered from 2009 (see Table 1 below). The majority of the new courses are postgraduate courses to attract more mature-age student enrolments.

Strategic Review of the Academic Profile

In 2008 ECU commenced a broad strategic review of its Academic Profile. The initial focus of this work was to document the University’s range of courses, course structures, modes of delivery and student profile. This review is the starting point in a process to develop a set of recommendations for change to the ECU Academic Profile and thereby to identify new opportunities to further differentiate ECU within the sector. The process will involve extensive consultation with stakeholder groups.

“Job-ready” Graduates

Improving the success of ECU graduates in gaining and succeeding in employment was a priority in 2008 and initiatives included:

- the development of a comprehensive set of workshops delivered to students on topics associated with enhancing their employment and career prospects;
- purchase of the CareerHub software to enhance services to students; and
- embedding ECU’s Graduate Attributes:
 - ability to communicate;
 - ability to work in teams;
 - critical appraisal skills;
 - ability to generate ideas; and
 - cross-cultural and international outlook,
 into the University’s teaching and learning.

In addition, ECU supported a Universities Australia proposal for a “national internship scheme” and will engage with others in the sector and with graduates and employer groups to develop this strategy further.

Table 1: New Courses Approved in 2008

Advanced Diploma in Criminology and Justice (Policing)	Graduate Diploma of Business (Business Technology)
Associate Degree in Criminology and Justice (Policing)	Graduate Diploma of Business (Information Systems)
Bachelor of Business (Human Resource Management) Honours	Graduate Diploma of Business (International Business)
Bachelor of Business (Management Information Systems) Honours	Graduate Diploma of Business (Marketing)
Bachelor of Business (Finance) Honours	Graduate Diploma of Business (Electronic Commerce)
Bachelor of Marketing and Creative Services	Graduate Diploma of Business (Enterprise Resource Planning)
Bachelor of Tourism Management Honours	Graduate Diploma of Brewing
Bachelor of Business (Marketing) Honours	Graduate Diploma in Clinical Nursing
Bachelor of Marketing, Advertising and Public Relations	Graduate Diploma in Clinical Governance
Bachelor of Business (Management) Honours	Graduate Diploma in Nurse Education
Bachelor of Event Sport and Recreation Management Honours	Graduate Diploma of Education (Primary)
Bachelor of Business (Accounting) Honours	Master of International Business
Bachelor of Science (Conservation and Wildlife Biology)	Master of Tourism Management by Research
Bachelor of Psychological Science	Master of Management by Research
Bachelor of Science (Nursing) Honours	Master of Criminal Justice by Research
Bachelor of Science (Environmental Science)	Master of Hospitality Management by Research
Bachelor of Science (Library Technology) Honours	Master of Management Information Systems by Research
Bachelor of Laws/Bachelor of Psychological Science	Master of Marketing by Research
Bachelor of Engineering/Bachelor of Science	Master of Sport Management by Research
Bachelor of Engineering/Bachelor of Laws	Master of International Business by Research
Graduate Certificate of Business (Business Technology)	Master of Accounting by Research
Graduate Certificate of Business (Management)	Master of Finance by Research
Graduate Certificate of Business (Enterprise Integration)	Master of Human Resource Management by Research
Graduate Certificate in Transition Nursing	Master of Management Information Systems
Graduate Certificate of Paediatric Nursing	Master of Business and Technology
Graduate Certificate in Healthcare Simulation Facilitation	Master of Professional Marketing
Graduate Certificate in Practice Nursing	Master of Brewing
Graduate Certificate in Occupational Health and Safety	Master of Clinical Governance
Graduate Certificate in Clinical Nursing	Master of Nurse Education
Graduate Certificate in Clinical Governance	Master of Network Technology
Graduate Certificate in Nurse Education	Master of Games and Simulation Programming
Graduate Certificate of Education (Early Childhood Studies)	Master of Nutrition and Dietetics
Graduate Certificate of Business (Marketing)	Master of Occupational Health and Safety
Graduate Diploma of Business (Management)	Master of Clinical Nursing

ECU Graduate Destinations

The Graduate Destinations Survey collects data on the graduate outcomes: Full-time Employment and Further Study. The most recent results are for ECU graduates in 2006, surveyed in 2007 and show an improvement on the Full-time Employment measure, with 85.7 per cent of ECU graduates who sought full-time employment being successful. This is a 12.3 percentage point improvement on the previous survey, although the result is still 2.3 percentage points below the average for Western Australian universities.

The Key Performance Indicator Report beginning at page 146 of the Annual Report (KPI Table 4) shows ECU's performance on this measure over time.

Improvement has also been shown on the Further Study measure, with 22.7 per cent of ECU graduates going into further study, which is a 6 percentage point increase on the previous survey, although the result is still 2.1 percentage points below the average for Western Australian universities.

Enhancing the “Student Experience” at ECU

During 2008 ECU implemented enhanced support services to assist students to maximise the outcomes of their learning experiences at ECU. These enhancements are largely around improved flexible learning options, increasing the effectiveness of learning spaces and providing improved campus facilities. New and continuing support services, in addition to mainstream services included:

- the development of phase one of an e-counselling service for students;
- the introduction of building and ICT infrastructure to enhance student access to information, services and a tailored experience at ECU, including:
 - further roll-out of the enquiry management system through development of a more comprehensive database of self-help questions;
 - the opening of Student Central at the Joondalup and the South West campuses which have “student-friendly” accommodation with i-point infrastructure;
 - co-location of student support services at the Joondalup Campus;
 - relocation of the Student Health Service into larger premises on the Joondalup Campus;
 - implementation of the Student Portal; and
 - provision of additional formal and informal teaching and learning spaces with refit projects on the Joondalup Campus and the Mount Lawley Campus;
- completion of a new 350 seat lecture theatre and re-development of Student Central on the Joondalup Campus, re-development of the bookshop and library and completion of a new mega lab at the Mount Lawley Campus; and
- innovative support programs in areas such as pastoral, cultural, health and well-being.

2008 saw a number of improvements in general campus facilities including:

- new sports courts, sports hall and student services facilities at the South West Campus;
- increased and improved food outlets with extended operating hours; and
- enhanced child care facilities, including the expansion of the school holiday program.

There was also extensive planning for further improvements during 2008, including planning for:

- a new crèche at the Mount Lawley Campus by the end of 2009;
- additional student housing at the Mount Lawley Campus, to be procured through a Public Private Partnership; and
- additional retail outlets/services, including a photocopy/print shops at the Joondalup and Mount Lawley campuses in 2009.

Student Survey on Facilities and Services

A new student survey on facilities and services was developed and implemented in 2007 with the objective of providing more meaningful and comprehensive data to underpin both short and long-term planning for student needs. The first student survey was conducted online in October 2007 with a response rate of 30 per cent, more than twice that of the 2004 survey.

A detailed analysis of the survey results was reported to the University community in April 2008. Results indicate that overall students are generally satisfied with their experiences at ECU, with an improvement in overall satisfaction compared with the last survey. Particular points of note are:

- 84 per cent of ECU students responding to the survey agreed that they would recommend ECU to others; and
- 83 per cent of ECU students would recommend their course of study to others, up slightly on the previous survey result.

Developing Research Focus, Depth and Impact

ECU seeks to be recognised for high impact research based on collaboration and for high quality research training. In 2008 ECU's goals in this Strategic Priority area were:

- to build its research enterprise and generate enhanced research outcomes in selected areas of excellence, particularly those with the potential for high social, economic, environmental and cultural impact; and
- to provide high quality research training that produces graduates with valued knowledge and skills and which leads to high rates of research higher degree completions.

A summary of ECU's achievements in this Strategic Priority area is provided below.

High Impact Research

In 2008 ECU's goal was supported by three sub-goals:

- to build areas of research concentration, depth and sustainability;
- to increase research collaboration within and external to ECU; and
- to stimulate knowledge transfer and commercialisation of research.

Building Research Concentration, Depth and Sustainability

The *Research and Research Training Functional Plan, 2007-2010* was approved by Council in July 2007. Current areas of strength and opportunity in research are:

Areas of Strength

1. Health and Wellness
2. Education
3. Environment and Sustainability
4. Engineering and Information and Communications Technology
5. Social and Community
6. Business and Society

Areas of Opportunity

1. Communications and Creative Arts
2. Security, Law and Justice

Strategies in 2008 for building areas of research concentration, depth and sustainability include: targeted research appointments; strategic allocation of research resources; building research infrastructure; competing for research funding from State and Commonwealth sources; professional development; support for early career researchers; and promotion of the ECU research profile.

Research Income in 2008

Allocation of Research Block Funding is based on ECU's research performance relative to the higher education sector as a whole, in terms of income, publications and higher degree by research completions. ECU has continued to improve its overall research performance with consequent increases

in Research Block Funding to \$6.71 million in 2008, which is a very slight increase on 2007 (see Table 2 below).

Table 2: Research Block Funding by Category, 2004-2008

Research Block Funding Category	Income (\$m)					Change 2007-2008
	2004	2005	2006	2007	2008	
Institutional Grants Scheme	1.53	1.70	1.83	1.94	1.92	-1.2%
Research Training Scheme	3.94	3.97	4.07	4.22	4.33	2.6%
Research Infrastructure Block Grant	0.52	0.47	0.55	0.54	0.46	-15.8%
Total	5.99	6.14	6.45	6.70	6.71	0.1%

Note: The 2008 income figures are preliminary (unaudited) and are as at 31 December 2008.

Total research grant funding in 2008 reached \$12.2 million (unaudited), exceeding funding for any of the previous four years and almost 28 per cent above funding in 2007 (see Table 3 below).

Table 3: Research Grant Funding by Category, 2004-2008

Research Grant Funding Category	Income (\$m)					Change 2007-2008
	2004	2005	2006	2007	2008	
National Competitive Research Grants	2.27	1.95	2.03	1.62	1.55	-6.2%
Other Public Sector Research Funding	4.19	5.47	4.83	5.51	5.51	0%
Industry and Other Funding	1.80	3.06	3.07	2.34	5.13	119.2%
Co-operative Research Centre Funding	0.01	0.03	0.09	0.11	0.06	-45.4%
Total	8.27	10.51	10.02	9.58	12.22	27.6%

Notes: The 2008 income figures are preliminary (unaudited) and are as at 31 December 2008. The 2007 income figures are final (audited) figures and differ from those quoted in the Report on Operations in the ECU 2007 Annual Report.

Targeted Research Appointments

Senior research appointments in 2008 included three professors and four associate professors. The recruitment of these additional senior research-active positions is expected to provide a boost to future research productivity at ECU and will assist in building research income in 2009 and beyond.

Strategic Allocation of Research Resources

Funding allocations increased in 2008, and this additional funding was directed to increasing external research collaboration and research productivity. Some outcomes are listed below.

- Funding for postgraduate research scholarship increased from \$1.1 million to \$1.32 million.
- Additional postdoctoral fellowships (funding increase from \$429,000 to \$591,000) were awarded, helping to increase the cohort of early-career researchers at ECU. The fellowships were strategically placed in order to maximise impacts on ECU's goals and objectives for 2008.
- The Research Activity Index (RAI) Scheme, which rewards staff for research performance and assists in data collection, was increased to \$700,000 in 2008. Funds were used to support research activity and conference travel.
- The ECU Early Career Researcher Scheme, which provides seed funding to assist early career researchers gain experience in grant applications, project management and reporting

procedures, was increased from \$100,000 to \$150,000. The Scheme is a core component of the University's research development strategy and a number of those assisted by the Scheme subsequently have been awarded Australian Research Council and other major competitive grants.

- The ECU Industry Collaboration Scheme (\$500,000) continued to help build research partnerships. Historically, the program has secured 50 per cent of the new research partnerships to the University, which in turn impacts on total research revenue obtained from industry.

In addition, 2008 saw the finalisation of the ECU 2009 Budget. The research budget for 2009 has been increased by \$1.5 million (27 per cent) and additional funds will continue to support strategic research initiatives by, for example, matching funding for Centres of Excellence and similar programs and part-funding of institutes.

Building Research Infrastructure

2008 saw the official opening of the Vario Health Institute and Wellness Clinic by the State Minister for Health. The Vario Health Institute brings together 60 scientists from a range of disciplines, providing cutting edge research, teaching and community health programs with a focus on illness prevention and disease management in Western Australian's largest centre for preventative health research.

ECU also launched four new research centres in 2008:

- the Institute of Educational Research and Development;
- the Parkinson's Centre – formed to progress research into Parkinson's disease;
- SecAU Security Research Centre; and
- the Centre for Marine Ecosystems Research.

The Faculty of Computing, Health and Science, as the greatest user of major equipment for research, introduced a new model for supporting major equipment and doubled its funding pool for 2008 onwards.

In 2008 the University became a partner of iVEC (a major partnership of research organisations in Western Australia, established in 2000) in order to provide access to advanced computing services to ECU researchers.

Competing for Research Funding

- At the end of 2007, the Research Quality Framework was discontinued and a new metric for research quality measurement, the Excellence in Research for Australia (ERA) was introduced. ECU has participated in a pilot program to trial the ERA. In addition, ECU continued development of its *Open Access Digital Repository* for ECU publications.
- In 2008 ECU centralised its research invoicing processes, developed a single entry database interface and reinforced the rigour of its data collection processes in order to optimise the accuracy and efficiency in the capture of research performance data reported to the Commonwealth Department of Education, Employment and Workplace Relations.
- Guidelines for the ECU-Industry Collaborative grant were reviewed to bring them in line with changes to the ARC Linkage program.

- In 2008 ECU provided submissions on a series of reviews and consultations on crucial aspects of national research policy and practice. These included:
 - the National Innovation System;
 - Research Training and Research Workforce Issues in Australian Universities;
 - Excellence in Research for Australia (ERA) ;
 - Future Fellowships; and
 - Journal Rankings for the ERA Initiative.
- In 2008 ECU received grant funding totalling \$12.2 million, an increase of 21 per cent over 2007, for projects including:
 - a health information (collection and management) project - \$2.8 million from the State Department of Health;
 - the role of exercise in prostate cancer therapy and prevention - \$933,000 from the National Health and Medical Research Council and Prostate Cancer Foundation of Australia;
 - drug education and road safety awareness for schools program - \$518,000 from the School Drug Education and Road Aware scheme;
 - childhood obesity (physical activity and nutrition surveys) - \$497,000 from the State Department of Sport and Recreation;
 - Alzheimer's research - \$485,000 from the National Health and Medical Research Council;
 - cyber bullying - \$400,000 from the Public Education Endowment Trust; and
 - almost \$6.5 million for 30 other projects across a range of research areas including the environment, biomedicine, security and engineering.

Professional Development for Researchers

ECU continued to provide professional development to researchers in the area of grant and research management and introduced an external review process for Australian Competitive Grants. A new *Research Guide* was developed to assist early career researchers and others improve their understanding of the research grants process and management.

Support for Early Career Researchers

- The ECU Early Career Researcher Scheme continued to be a key strategy in 2008 for building capacity and research sustainability. It provides seed funding of \$150,000 per year to assist early career researchers gain experience in grant applications, project management and reporting procedures.
- ECU-funded Postdoctoral Fellowships were funded to the value of \$603,000 in 2008 and in 2009 this funding will increase to \$651,000, with an additional \$477,000 allocated to fund postdoctoral research fellows via the Strategic Co-investment Fund. This will significantly expand the cohort of early career researchers which is the backbone of many research groups. Early career researchers are essential to the development of ECU's research culture.

Promoting ECU's Research Profile

- Research at ECU has been profiled in the official publication of the Australian Research Council, *Outcomes: Australia's Research Capabilities*, in an official publication commissioned by Austrade, *Australia China 2008* and in the *Australian Financial Review*.

- The *Research@ECU* publication, which profiles ECU's research capabilities, was updated in 2008 and provided to all external partners.
- A new research magazine, which highlights ECU's research success stories, has been prepared and will be released in 2009. This will be circulated to all present partners and potential partners in industry, government and community.
- During 2008 the work of 24 ECU researchers was profiled through a popular weekly slot on *Wake Up WA*, a television show on the (now defunct) local community broadcaster Access 31.
- Research at ECU was also prominently displayed at the University Open Days in 2008.
- Research Activity Index (RAI) Scheme funding totalled \$700,000 in 2008 and rewarded more than 450 staff and students for their research efforts. The top 20 RAI performers were also recognised by the Vice-Chancellor at the inaugural *Celebration of Success* event.

Increasing Research Collaboration

ECU's emphasis on conducting research with industry partners in areas such as e-commerce, micro-electronics engineering, police studies, security, education, ecosystems management, palliative care, social justice and human services has resulted in the development of a lively applied research culture.

ECU continued to forge new collaborative links in 2008 and ECU became:

- a partner in two additional State Centres of Excellence: the Centre of Excellence for Ecohydrology and the Centre of Excellence for Radioastronomy;
- a joint venture partner in iVEC, the hub of advanced computing in Western Australia;
- a participant in the International Radioastronomy Research Centre;
- an Associate Member of the Agricultural Research WA Alliance;
- a partner in the MALDI Imaging and Protein Analysis Facility for Western Australia; and
- a partner in the Cryopreparation Facility for Western Australia.

In addition, in 2008:

- ECU signed a memorandum of understanding with the Tangentyere Council for a research collaboration to promote the health and wellbeing of Town Camp residents in Alice Springs;
- collaborative projects on Alzheimer's disease were initiated under CSIRO's Flagship Collaboration Fund; and
- agreements were also signed to conduct research projects with the Australian Institute of Sport.

In 2008 international collaborative arrangements were formalised with:

- Hanyang University, Korea;
- University of Applied Sciences, Western Switzerland;
- Universiti Kebangsaan Malaysia; and
- Fudan University, China

Engagement with Industry and the Community

During 2008 ECU sponsored and participated in a range of seminars, public lectures and industry events including:

- the inaugural Global Geotourism Conference;

- the Australian Society for Medical Research Week;
- the inaugural Conference for the Genome-based Research and Population Health International Network;
- Involving People in Research Symposium;
- Australian Society for Limnology Conference;
- International Conference on Modelling and Managing Ultra High Frequency Data
- Research Australia;
- Australia Israeli Chamber of Commerce (AICC) Boardroom Lunch, with Deputy Police Commissioner for the Western Australian Police, Murray Lampard who spoke on Homeland Security;
- 2008 AICC WA Innovation and Business Development Mission to Israel led by the Western Australian Chief Scientist;
- Gold Sponsor of the AICC Innovation series;
- Silver sponsorship of *the Leading Light Investment Conference* which attracted investors from the US, Asia and Australia;
- a workshop on the economic development and employment challenge for the northwest corridor; and
- the BioGENEius Challenge.

The University also hosted a number of visits including:

- senior executives from IBM Deep Computing;
- the Director, CSIRO ICT;
- the Chair, International Centre for Radioastronomy;
- a delegation from the Universiti Kebangsaan Malaysia; and
- a delegation from Hallyam University, Korea.

Knowledge Transfer and Commercialisation of Research

- ECU's Commercialisation Portfolio is administered by a dedicated ECU Commercialisation Office. The number of projects in the portfolio increased from 12 in 2007 to 45 in 2008.
- ECU's commercialisation processes and policies were reviewed in 2008 to ensure compliance with best practice. The Intellectual Property policy was reviewed and in late 2008 an IP and Assignment and Revenue Sharing Agreement was close to being settled.
- An inaugural commercialisation brochure was produced and distributed at the *Leading Light Investment Conference* which was attended by representatives of venture capital firms from the US (Silicon Valley), Asia and Australia. The keynote speaker was Steve Wozniak, co-founder of Apple Computers.
- ECU researchers participated in a mission to Israel organised by the WA Innovation and the Australia Israeli Chamber of Commerce (Western Australia) in conjunction with the State Government's Department of Industry and Resources. The mission was led by the Western Australian Chief Scientist and a number of potential investment opportunities were initiated.
- Three ECU inventions qualified for the semi-finals of the Western Australian Inventor of the Year and one invention *the Integrated Broadband Digital Photonic Link*, is a light-based link to digitalise radio frequency, which can be used to transmit large volumes of data through a high quality wireless broadband network was a runner-up in the Early Stage Category of the 2008 Western Australian Inventor of the Year 2008, resulting in an award for Professor Kamal Alameh and Mr Budi Juswardy.

High Quality Research Training

In 2008 this ECU goal was supported by two sub-goals:

- strategies to strengthen the research culture and postgraduate research infrastructure; and
- strategies to increase the research higher degree student load at ECU.

Strengthening the Research Training Culture and Infrastructure

In 2008 ECU continued to foster a strengthened research training culture through a number of initiatives planned in 2007, which included those listed below.

- Additional resources in research and writing consultancy were allocated to each of the three metropolitan faculties.
- Six workshops were conducted to provide research staff with strategies for effective research supervision and information relating to research policy and practices.
- Eighteen postgraduate research seminars were run across ECU's campuses. Students and research staff were encouraged to attend these to share their experiences and knowledge with peers and guests.
- The research calendar and news area of the ECU website was maintained with up-to-date information on seminars, research centre information, grants, research proposal presentations, guest speakers and other relevant information for Higher Degree by Research students.
- A Bulletin Board was established for Higher Degree by Research students to encourage dialogue, reflection and collaboration between students and staff across all discipline areas. The forum attracted over 120 participants in 2008.
- ECU professional development training courses were made available to Higher Degree by Research students in 2008, to help support the development of Graduate Attributes and other relevant research skills. This provided a cost effective solution for training ECU research students.
- The Postgraduate Student Association was reviewed and its financial accounts audited, with a view to re-invigorating it through a supportive new structure.
- An annual conference (*ECUture*) was inaugurated in 2008 to promote the teaching-research nexus through promotion of teaching scholarship and interest in primary research into teaching and learning, and by showcasing innovations and exemplary practice.

Postgraduate Research Students' Experience

The Postgraduate Research Experience Questionnaire (PREQ) is administered to recent graduates as part of the national Australian Graduate Survey. The results from the 2007 survey (made available in late 2008, and based on 2006 graduates), indicate that ECU postgraduate research students were generally satisfied with most aspects of their study experience. Results were shown for ECU as follows:

- overall satisfaction (90.0 per cent) is 2.5 percentage points above the previous survey results, although the result is 3 percentage points below the average for all Australian universities; and
- ECU was rated close to the national average on all seven scales apart from "Intellectual Climate", where it was rated slightly lower.

Postgraduate Research Infrastructure

In 2008 formal consultations were conducted with research and language consultants, postgraduate research co-ordinators, the international research group, library staff, information technology staff and Centre for Teaching and Learning staff, in order to identify gaps in infrastructure, resources and support provided to Higher Degree by Research students.

Higher Degree by Research Load and Research Completions

Higher Degrees by Research enrolments at ECU declined in the period 2002 to 2008, following a period of rapid growth in the 1990s, which peaked at 451 EFTSL in 2001.

This decline was in part a result of changes in Commonwealth Government policy on funding for Higher Degrees by Research. The Commonwealth Government's funding model now rewards completions and in consequence ECU has adopted a deliberate strategy of targeting high quality students likely to complete their research higher degrees within the time limits prescribed by the Research Training Scheme.

The Key Performance Indicator Report beginning on page 146 of the Annual Report includes research completions (KPI Table 8), which in 2007 totalled 81 (1.8 per 10 Academic staff full-time equivalent).

In 2008, the University failed to reach its target for domestic enrolments (Commonwealth plus ECU-funded), although in terms of total student load, there was a very slight increase in 2008 to 337 EFTSL (see Table 4 below).

Table 4: Higher Degree by Research Load, 2006-2008

	2006			2007			2008		
	Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance
Commonwealth Supported	183	188	2.7%	191	186	-2.6%	190	185	-2.6%
ECU Funded	54	78	44.4%	79	61	-22.8%	99	64	-33.3%
International	62	80	29.0%	50	84	68.0%	76	82	7.9%
Domestic Tuition Fee	6	4	-33.3%	8	4	-50.0%	7	6	-14.3%
Total	305	350	14.8%	328	335	2.1%	372	337	-9.4%

Note: Student load is for the full year. 2008 figures estimates as at 8 January 2009.

Strategies to increase the Higher Degree by Research student load at ECU were developed in 2008 and included the following:

- All new Australian Postgraduate Award recipients from 2009 will receive an ECU-funded stipend increase of \$5000 per year and an ECU Excellence Award of \$5000 per year. New ECU scholarship recipients in 2009 will receive an ECU stipend increased by 20 per cent. The stipend supplementation aims to help support increased living costs with a view of making research training a more attractive proposition.
- Approximately 50 new Research Higher Degree scholarships will be offered in 2009.
- A marketing officer position has been created to promote research and research training opportunities available at ECU to both undergraduate and postgraduate students. The marketing officer will develop marketing materials, organise ongoing promotional events and an ECU Research Week in 2009.

Building Organisational Sustainability

ECU seeks to be recognised for attracting and retaining high quality, committed staff and for approaches to teaching and research which are supported by strong financial management, appropriate enabling infrastructure and cost-effective, responsive and sustainable systems and processes.

The Strategic Priority area of building organisational sustainability comprises three elements: Staffing, Financial Strength and Enabling Infrastructure, Systems and Processes.

A summary of ECU's achievements in this Strategic Priority area is provided below.

Staffing

ECU's staffing goals, aligned with the strategic priorities of the University, have a three-year planning horizon. The following goals continued to guide priorities and projects in 2008:

- to attract and retain the staff required to achieve ECU's strategic priorities;
- to strengthen leadership capacity and build a strong performance culture; and
- to provide a safe, healthy and positive work environment.

Attracting and Retaining Staff

Attracting and retaining key staff remained priorities for 2008 as part of ECU's continuing focus on developing a strong staffing profile. The 'Reach Your Potential' strategy, which was initiated in 2007, encompasses initiatives aimed at further improving the employee value proposition and extending reward and recognition programs.

ECU's academic staff profile is older than average for the higher education sector. Progress has been made in lowering the average age of the academic staff profile, but this will remain as a medium-term task for the University.

Significant achievements in 2008 in connection with the attraction and retention of staff include:

- The development of an e-recruitment capability began in 2008, with a funding contribution from the Commonwealth Government's Workplace Productivity Program. The design of e-recruitment procedures and tendering for a new system which will be operational from 2009.
- Other Workplace Productivity Program projects began in 2008 including projects to:
 - embed workforce planning within the operational planning processes of the University; and
 - develop relevant succession planning, career development and talent management processes.
- The Vice-Chancellor's Staff Awards – a staff recognition program – was extended, with additional criteria making general staff eligible for awards.
- A range of new initiatives to the *StaffPlus* program were introduced, including improved and extended salary packaging offerings and an improved range of corporate partnering benefits.
- There were early preparations and discussions with the relevant sector unions for the negotiation of new collective agreements for academic and general staff.
- Staff satisfaction across a broad range of indicators, including the employee value proposition, was measured using a new and enhanced staff survey, implemented in 2008. The survey had a

response rate of 70 per cent, higher than any previous staff survey. Improved performance was shown in the majority of the traditional 'satisfaction' indicators. In particular, very positive results were shown in the areas of job satisfaction, the demonstrated leadership of the senior executive, alignment of goals across the University, the quality of teamwork and team-level leadership, workplace amenities and quality of the working environment. In addition, responses to the item "Being Satisfied in My Job" (5.24 on a scale of 1 to 7) was above the previous (2006) response result (5.12). Similarly, the response result to the items "I am proud to tell people I work at ECU" (5.32 on a scale of 1 to 7) and "I would recommend a close friend to work at ECU" (5.26 on a scale of 1 to 7) are very positive.

- Staff responses were less positive about the University's capacity to retain quality staff and further analysis suggests that there may be perceived concerns about lack of security of tenure and limited engagement with staff on career development opportunities. These will be areas of focus for ECU's attraction and retention strategies and University-wide focus groups will be run in 2009 to better understand staff concerns in these areas.
- 2008 saw ECU achieve a waiver from the reporting requirements administered by the Commonwealth Government's Equal Opportunity for Women in the Workplace Agency.
- Historically ECU's staffing profile, in terms of the representation of equity groups, including Indigenous Australians and people with disabilities, compares well with State averages (as reported to the Office of Equal Employment Opportunity). However there is under-representation of women at senior levels in the University and a high representation of women in casual and sessional employment positions. During 2008, ECU established working groups focused on workplace flexibility to address issues around the staffing profile for women at ECU, and on a re-design of the mechanisms of engagement and induction for equity group members.

Leadership Capacity and a Strong Performance Culture

ECU's Leadership capacity was enhanced by a number of appointments and changes to the University structure, including:

- Professor John Finlay-Jones, who took up the role of Deputy Vice-Chancellor (Research);
- Professor Tony Watson, who was appointed to the newly created role of Pro-Vice-Chancellor (International);
- Mr Robert Irvine, who was appointed Dean of the Faculty of Regional Professional Studies;
- Professor Colleen Hayward who was appointed Head of Kurungkurl Katitjin: Centre for Indigenous Australian Education and Research; and
- the creation of two new roles: Chief Information Officer, filled by Mr Gary Trinder; and University Librarian, filled by Mr Dan Archibald.

ECU is focused on growing research capacity and leadership and increasing academic leadership capability, particularly within the professoriate. A recruitment campaign focused on professorial chairs began in 2007 and continued in 2008 with three new appointments and positions will be progressively filled as and when high quality appointees can be secured. In addition, seven ECU staff were promoted to the position of professor.

The *Leadership@ECU Accredited Program* (LEAP), an internally developed course which articulates into formal University programs and management qualifications, continues to be well-supported by ECU staff.

A *Financial Management for Academic Leaders Breakfast Series* was introduced. This program targets Heads of Schools, Research Centre Directors, Associate Deans and nominated Course Co-ordinators.

The program aims to assist senior staff to understand at higher levels the strategic issues relating to improving financial sustainability and diversifying the revenue base of the organisation.

Complementary to the *Breakfast Series*, an online *Financial Management for Academic Leaders* course has been developed with funding from the Workplace Productivity Program. This course allows new academic staff to understand the financial cycles, policies and processes at ECU, thus improving financial management within the academic areas of the University.

The Management for Performance System (MPS) enjoys high levels of compliance across ECU, and is revised each year to ensure its continued alignment with strategic priorities of the University. As a result, the MPS policies and guidelines for academic and general staff were further streamlined during 2008 and supervisor and staff workshops were held to reinforce understanding of the MPS process, its purpose and benefits and to specifically focus on setting SMART work objectives.

A 'quality assurance' step was introduced for the senior staff performance payment program, with the Vice-Chancellor approving the objectives set.

Staff attitudes towards the University's focus on leadership capacity and a strong performance culture are reflected in responses to the 2008 staff survey. Senior executive leadership and team-level leadership rated very positively, as were items related to supervisor receptiveness and engagement with staff.

There was also increased recognition by staff for the University's goal alignment between each organisational level. This is an important attribute of high performance cultures. The need for adequate regular feedback to staff about their performance was a strong theme within the staff survey and is an area for improvement.

A Safe, Healthy and Positive Work Environment

The results of the 2008 staff survey show that ECU staff continue to rate very positively the level of physical safety they experience in their work environment. Staff rated their psychological safety and support at work higher than in the 2004 staff survey, but ECU will continue to investigate ways to improve this aspect of the working environment.

In addition to the 2008 staff survey, a targeted survey on flexibility and work-life balance was also undertaken in mid-2008. The preliminary analysis indicates that respondents were satisfied with their work-life balance and ECU staff who had recently agreed additional flexible arrangements with their managers found the experience to be positive. There are still issues to be investigated about the uneven take-up across the University.

ECU continued to operate its occupational safety and health framework based upon a formal committee structure, area safety representatives and devolved responsibility to business units. In 2009 technical and professional support to this framework will be improved through the development of new online support for accident reporting.

The University has maintained an excellent long-term record with regard to the cost of its workers' compensation, as described on page 156 of the Annual Report. The number of claims continues to remain low.

The University is extending the scope of its preventative activities by establishing a centrally co-ordinated health and wellness program and in 2008 allocated resources to co-ordinate a wide range of activities and initiatives currently aimed at health and wellness. This program will exploit synergies with relevant teaching and research areas of the University, such as in ECU's School of Biomedical and Sports Science and through the Vario Institute.

Financial Strength

In 2008, ECU's goals in relation to its financial strength were:

- to maintain a strong financial position and ensure that its financial resources are managed efficiently and effectively; and
- over time, to build profitable alternative sources of revenue including fee-paying courses, commercial activities, fundraising and a significant investment portfolio.

A Strong Financial Position

ECU adopts a prudent approach to financial management and its overall financial position remains sound. The University once again received an unqualified external audit opinion for 2008 and received a "clean bill of health" from the Department of Education, Employment and Workplace Relations, which undertakes an annual review of the financial position of Australian universities.

The University posted a 2008 operating result of \$22 million, which is an increase of \$2 million on the 2007 result. The 2008 operating result excluding non-operating items was \$19 million, which is \$8 million greater than the reforecast budget of \$11 million. Non-operating items include the Churchlands land sales, capital grants and impairment of financial assets. This good outcome was due to the significant staff commitment to manage resources effectively within the available funding.

Total revenue for the University in 2008 was \$297 million compared to \$270 million in 2007.

In terms of performance against the 2008 financial targets set by Council, the following financial ratios were achieved:

- operating margin of 7.3 per cent, (favourable), well in excess of the target of 3 per cent;
- interest cover on borrowings of six times, (favourable) to a target of three times;
- current ratio of 1.09, above the target of 0.8; and
- debt to equity ratio of 8 per cent, against a maximum agreed level of 30 per cent.

Managing ECU's Financial Resources

The four strategic priorities in *Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020* provided the context within which the 2008 budget was developed and are reflected in University-wide strategic budget allocations, as well as the expenditure plans of individual business units. In this way, the 2008 ECU Budget acted as a key driver for the University's ongoing strategic growth and development.

In 2008, ECU operated within the key budget parameters approved by Council. In addition, ECU implemented a revamped strategic funding program across the University to encourage innovative ideas which align with the University's strategic priorities.

The 2009 ECU Budget was approved by Council at its December 2008 meeting. It includes key financial performance measures for 2009.

Procurement Processes and Contract Management

In 2008 a new procurement model was launched. The procurement model is designed to assist delivery of greater value for money outcomes from new contracts, through improved processes, negotiations and improved relationships with ECU's suppliers.

During 2008 improvements were made in the University's procurement practices with the introduction of the *eRec* system to automate and improve the processing of credit card reconciliations and the

introduction of an online petty cash system to streamline petty cash processing and reduce the need to maintain petty cash floats across the University.

ECU's Strategic Procurement Unit continued to work with the Australian National Higher Education Procurement Benchmarking Programme to identify opportunities for cost savings and improved service standards when developing new contracts.

ECU also implemented a contract management system in 2008. Designed to establish consistent contract management principles and processes, the contract management system is expected to deliver improved compliance and thereby maximise value to the University.

Building Alternative Revenues

In 2008 revenues from international students increased by \$6 million (13 per cent). International on-shore revenue in 2008 was \$40 million and for international off-shore activities, revenue amounted to some \$7 million.

Research income from sources other than the Commonwealth Government's Research Block Funding (industry, community groups/ organisations and the public sector (other than National Competitive Grants)), was almost \$10.7 million in 2008, an increase of \$2.7 million on 2007.

Early in 2008 the University implemented a number of strategies to minimise the impact of the fluctuations in global financial markets on ECU's investment portfolio. These strategies have minimised ECU's exposure to volatility in share markets in late 2008.

In 2008, ECU also secured funding from the Commonwealth Government under its competitive funding program, the Capital Development Pool (CDP). Funding of \$1.73 million for 2009 and \$1 million for 2010 was granted to assist with construction of the Nursing facilities in the Health and Wellness Building on the Joondalup Campus. ECU has been granted funds for the Nursing facilities in each of the last three CDP funding rounds, totalling \$5.23 million, as a contribution to the \$14 million building costs.

Enabling Infrastructure, Systems and Processes

In 2008, ECU's goals in relation to its infrastructure, systems and processes were to:

- develop a strategic asset management framework, which incorporates priorities for buildings and ICT;
- deliver major building and ICT projects effectively;
- deliver campus improvement projects effectively;
- develop the Churchlands site and progress land sales and relocation strategies effectively;
- develop research infrastructure;
- provide building and ICT infrastructure cost-effectively to appropriate benchmarked standards;
- reduce duplication in, and streamline, administration processes; and
- promote sustainability principles and reduce negative impact on the environment.

Strategic Asset Management Framework

Following the completion of campus consolidation and the closure of the Churchlands Campus, the University has developed a Strategic Asset Management Framework. The framework will drive improved planning for the University through the development of short-term (1-5 years), medium-term

(5-10 years) and long-term (10 years plus) plans. The Strategic Asset Management Framework will be deployed across the University commencing with the 2009 Asset Management Plan.

Major Building and Information and Communication Technology Projects

Consistent with the University's Asset Management Plan, expenditure on major capital works and infrastructure in 2008 totalled \$49.9 million.

The following major buildings were completed:

- the Health and Wellness Building at the Joondalup Campus;
- a new 350 seat Lecture Theatre at the Joondalup Campus;
- refurbishment of Building 18 at the Joondalup Campus; and
- Library refurbishment at the Mount Lawley Campus.

Major building works, including the finalisation of the Business and Law Building at the Mount Lawley Campus and projects at the South West Campus at Bunbury, will be completed in 2009.

Woodheads, the architects for the 350 seat lecture theatre at Joondalup, received a commendation for Interior Spaces – Professional, from the Design Institute of Australia.

A major Information and Communication Technology (ICT) project to improve the quality and integrity of the University's reporting processes and information was initiated in 2008 under the sponsorship of the Deputy Vice-Chancellor (Academic). The Executive Information Management project will provide University-wide data definitions enabling improved information management and more consistent reporting. This project has moved into the execution phase with progressive deliverables scheduled during 2009.

Following successful testing during 2008, the University commenced the rollout of the Windows Vista operating system and Office 2007 to all PCs across the University. This will continue into early 2009, and has been timed to minimise the impact on students and staff.

The annual upgrade to the Student Management System (Callista) was successfully completed in time for the commencement of enrolments for 2009. In conjunction with the application upgrade, increased server capacity was also implemented. Downtimes experienced in previous enrolment periods were avoided, resulting in a smooth enrolment period. Additional work on implementing new modules within Callista to improve services was also successfully undertaken in 2008.

Work continued on the revised University website, with a beta pilot implementation commencing in August 2008. In conjunction with the new website, student and staff portals were also implemented. Feedback received as part of the beta pilot implementation has been very positive. The launch of the new website and portals is planned for early 2009.

The Flexilecture project, providing audio and video capture of lectures direct into the Learning Management System (Blackboard), progressed in 2008 with pilot implementations being undertaken. Full video/audio capture capability was implemented in six lecture theatres and the initial 20 audio lecterns were delivered and commissioned.

The results of the latest student survey on facilities and services shows that ECU students are very satisfied with the IT services provided by ECU and are also very satisfied with the online timetabling application SIMO.

Campus Improvements

A number of campus improvement projects were completed including:

- the southern car park at the Joondalup Campus;
- an external walkway between Building 18 and Building 32 at the Joondalup Campus;
- new corporate external signage at the Joondalup and Mount Lawley campuses; and
- decking for the tavern at the Joondalup Campus.

Following market testing, the University made significant progress in the development of a Public Private Partnership for student accommodation services. The proposed arrangement will see the private sector undertake the operation of the University's existing 366 beds of student housing, as well as the financing, design, construction and management of an additional facility at the Mount Lawley Campus, with a minimum of 300 beds. The project commenced in 2008 with the University undertaking demolition of existing buildings and site remediation. As a result of this project funds (approximately \$32 million) which otherwise would have been required for this development, will be available to the University to invest in its core activities of teaching, learning and research.

During 2008 the University received almost \$9.2 million under the Better Universities Renewal Funding initiative announced in the 2008 Commonwealth Budget. ECU will use this funding to expand its student amenities at its Mount Lawley Campus by constructing a crèche and undertaking significant site works for the development of new student accommodation. In addition, significant renewal works will be undertaken at the Campus to improve teaching spaces for the Faculty of Education and Arts, including visual arts design studios, media and broadcasting facilities and student study areas. To support the needs of the Faculty of Computing, Health and Sciences, additional laboratories will be provided at the Joondalup Campus.

Late in 2008 a further announcement from the Commonwealth Government was made concerning capital funding for teaching and learning infrastructure. ECU is expected to receive \$10.9 million in mid-2009.

The Churchlands Redevelopment

The completion of the major buildings at the Joondalup and Mount Lawley campuses allowed the University to complete the relocation of all students and staff, and in August 2008 to formally close the Churchlands Campus.

The Churchlands Green Development is a six stage development and is progressing according to schedule. Only a small number of residential lots from the first two stages are left for sale.

Redevelopment of Stage 3 has been completed with sales commencing, including display homes and development lots. Demolition of all buildings, site remediation and bulk earthworks for future stages is being undertaken. Work will commence on the Stage 4 development during 2009.

Research Infrastructure

Research infrastructure requirements are addressed by ECU's Asset Management Plan, while additional central funding and faculty funding for research was identified during 2008 and incorporated within the 2009 ECU Budget.

Cost-effective and Benchmarked Infrastructure

2008 has been a year of consolidation of the ICT initiatives commenced in previous years.

Ongoing programs for improvements to the University's communications networks, server replacement and consolidation, and the desktop and laptop computers were successfully continued and major milestones achieved. Together, these initiatives have significantly improved the reliability, coverage and resilience of ICT infrastructure services to students and staff.

Disaster recovery has previously been identified in several audits as a particular weakness in the University's ICT environment. A project was initiated to develop formal, consistent and repeatable processes for designing, managing and testing disaster recovery of key applications within the University's application portfolio. The project is scheduled for completion in April 2009. The ICT infrastructure will then be a foundation stone in ongoing Business Continuity planning which relies, in part, on ICT disaster recovery capabilities.

A major priority for 2008 was the review and development of ICT governance. Some 64 individual ICT policies were consolidated into a single policy document and processes to improve the integrity of production applications led to the development and implementation of a formal Change Management Process for the transition of applications into production, upgrades and changes to existing production systems. Changes to systems can now only be made under a fully managed and controlled process.

In 2008 the position of Manager, Project Governance was created to ensure that ICT projects undertaken by the University are properly defined, resourced and executed. In 2008 all project funding requests were considered and approved within the overall University Strategic Asset Management Framework, delivering greater transparency and ensuring that ICT projects were approved within the overall funding priorities for the University.

Streamlining Administrative Processes

ECU continued to pursue a range of value-for-money strategies in 2008, while taking into account the need for sound business planning and risk management. This has enabled additional resources to be re-allocated to teaching and research and other areas of higher priority. 2008 initiatives to increase effectiveness and/ or efficiency included:

- The commissioning of a review by McKinnon Walker, which reviewed ECU's administrative processes in order to enhance efficiency and effectiveness across the University. Subsequently, based on the recommendations of the McKinnon Walker review, in 2008 ECU implemented:
 - the separation of the University's Library Services from the Knowledge and IT Services Centre, creating two service centres reporting to the Pro-Vice-Chancellor (Teaching & Learning) and the Vice-President (Resources) respectively;
 - the creation of two new roles: the Chief Information Officer and the University Librarian;
 - a change to the reporting line for the ECU International Service Centre, which now reports to the new Pro-Vice-Chancellor (International) position; and
 - integration of support services for international students with those for domestic students via the Student Services Centre, in order to provide a consistent and comprehensive range of support services to all students, regardless of citizenship status.
- The progressive rollout of an Electronic Document and Records Management System, in order to increase service, improve efficiency of business processes and improve compliance and risk management in relation to the management of University records.
- An initial review of the student load planning processes and its links to the University's budgeting processes was undertaken. Refinements to the processes will be implemented during 2009.
- Completion of two components of a 2006 Workplace Productivity Program project:

- the effective delivery of national benchmarking data (*NATBes*); and
- a comprehensive set of Course and Unit Co-ordinator reports.

Sustainability and Reducing Impacts on the Environment

As a large educational organisation, ECU recognises that it has a particular responsibility to promote sustainability principles within the University and to be an exemplar to the communities it serves by acting responsibly to reduce the inevitable negative impacts its activities have on the environment.

ECU's practices and achievements in respect of sustainability are described under Environmental Performance beginning on page 173 of the Annual Report.

Summary Statistics

Table 5: ECU Student and Staff Data as at 31 March 2008

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Students									
Full-time Students	11,096	11,735	12,920	13,731	12,930	14,151	13,707	13,211	14,074
Part-time Students	4,951	4,815	4,849	5,338	6,631	4,765	4,872	4,820	4,541
External Students	3,757	3,379	3,430	2,642	2,108	2,188	2,514	2,574	2,413
Total Students	19,804	19,929	21,199	21,711	21,669	21,104	21,093	20,605	21,028
Higher Degree by Research Students	687	707	638	597	559	488	504	481	471
Master and Doctorate by Coursework Students	948	1,015	1,217	1,217	1,501	1,704	2,071	2,307	2,604
Other Postgraduate Students	1,166	1,061	1,540	1,654	2,024	2,015	1,992	1,939	1,883
Undergraduate Students	17,004	17,027	17,804	18,273	17,585	16,897	16,526	15,878	16,070
Equivalent Full-time Student Load (EFTSL)	14,848	15,324	16,599	17,126	17,104	16,445	16,391	15,730	16,657
Course Completions	4,135	4,458	5,173	5,366	5,616	5,809	6,411	6,392	Not Available ¹
Fee-paying Overseas Students	2,180	2,559	3,069	3,393	3,638	3,567	4,016	4,398	4,859
Staff									
Full-time Equivalent (FTE) Staff ^{2,5}	1,775	1,794	1,817	1,813	18,342	1,869	1,820	1,637	1,678
Library ³ Volumes Held	787,487	626,766	700,591	661,420	651,980	647,644	651,829	643,561	637,931
Serial Subscriptions	14,611	16,343	18,693	15,005	19,279	21,109	32,003	33,982	36,044
Total Income (\$'000) ⁴	161,543	191,730	205,708	204,613	278,685	251,131	254,786	269,764	296,997

Notes: Student data is based on 31 March 2008 and includes non-award and VET courses. Student load has been annualised to provide a full year figure. 1 - Course Completions for 2008 are not available until 31 March 2009. 2 - Includes an estimate of casual staff FTE. 3 - Library volumes data is as at 31 December 2008. 4 - Total Income for the General University 2003-2008 (external reporting) based on current IFRS classification requirements. 5. The 2007 FTE Staff figure in the 2007 Annual Report was mis-quoted as 1,868. The figure is corrected here.

Summary Comment on Performance against Financial and Key Performance Indicator Targets

Performance against Financial Targets

2008 Operating Result

The University posted a 2008 operating result of \$22 million, representing an increase of \$2 million compared with the 2007 result. The 2008 operating result excluding non-operating items such as the Churchlands land sales, capital grants and impairment of financial assets was \$19 million which is \$8 million greater than the reforecast budget of \$11 million.

2008 Revenue

Total revenue for the University in 2008 was \$297 million, which is an increase of \$27 million compared to total revenue in 2007. 2008 operating revenue excluding non-operating items was \$283 million, which compares favourably with the 2008 reforecast budget of \$269 million. Non-operating revenue for 2008 was less than the reforecast budget due to a slowing down in land sales relating to the Churchlands development.

2008 Financial Ratios

Table 6: Financial Ratios, 2008

	Actual	Target	Variance / Comment
Operating Margin	7.3%	At least 3%	The operating margin exceeded the target set for 2008.
Interest cover on borrowings	6x	At least 3x	The interest cover on borrowings exceeded the target set for 2008.
Liquidity - Current Ratio	1.09	At least 0.8	The current ratio exceeded the target set for 2008.
Debt to equity ratio	8%	Not more than 30%	The debt to equity ratio exceeded the target set for 2008.
Cash Reserves (no. of weeks)	8.8	At least 4	The number of weeks revenue in cash assets exceeded the target set for 2008.

Performance against Key Performance Indicator Targets

The Key Performance Indicator Report begins on page 146 of this Annual Report and gives detailed information on the University's performance against nine Key Performance Indicators (KPIs). These are a small sub-set of the KPIs included in ECU's comprehensive KPI Framework.

A summary of performance using the latest audited data against KPI targets is provided in Table 7 below.

Table 7: Summary of Performance against KPI Targets

Performance Indicator	Actual	Target	Variance/ Comment
Retention (%) – 2007 commencements	76.2	80.0	Student retention decreased from 2006 to 2007 after relative stability between 2004 and 2006 and was 3.8 percentage points below Target.
Course Satisfaction (%) – 2007 survey	92.2	90.0	Graduate Course Satisfaction was 2.2 percentage points above Target and above both the National average (89.8%) and the State average (91.2%).
Quality of Teaching (%) – 2007 survey	88.3	86.6	The graduate Good Teaching rating was 1.7 percentage points above Target and above both the National Average (83.4%) and the State Average (85.4%).
Graduate Employment (%) – 2007 survey	85.7	85.0	Graduate Employment was 0.7 percentage points above Target and above the National Average (85.2%), but below the State Average (88.0%).
Share of First Preference (%) – 2008 Admissions	21.0	20.0	ECU's share of first preference applications for undergraduate courses through TISC increased between the 2007 and 2008 entry years and was 1 percentage point above Target.
Teaching-related Expenditure per Student Load (\$/ EFTSL) – 2008	15,417	15,619	Teaching-related expenditure per student load decreased between 2007 and 2008 and exceeds the efficiency level set as a Target for 2008.
Research Income (\$m) – 2007	9.584	10.015	ECU's total research income decreased between 2006 and 2007 and was \$431,000 below Target.
Higher Degree Research Completions (per 10 Academic staff FTE) – 2007	1.8	1.8	Higher degree research completions per 10 Academic Staff FTE decreased between 2006 and 2007, but met the Target.
Research Publications (per 10 Academic staff FTE) – 2007	11.1	10.6	Weighted Research Publications per 10 Academic Staff FTE increased between 2006 and 2007 and was above Target.

Notes: Actual results are for the most recent data available. Full definitions are provided in the Key Performance Indicator Report.

Edith Cowan University
Annual Report for 2008

Section 3 - Significant Issues and Trends

Global and National Economic Conditions

In late 2008 a number of Western economies were in, or close to, recession as continuing instability in global financial markets caused share devaluations, fluctuations in currency values and declining business and consumer confidence.

Despite Australia's strong economic performance in recent years, there were signs of weakening domestic demand for goods and services and reducing demand from the burgeoning economies of China and India for Australian exports. Although the Commonwealth Government has implemented measures to stimulate the economy in an attempt to avoid recession, forecasts are for economic growth to slow and unemployment to rise in 2009.

Impact and ECU Strategies:

- The sudden and significant reduction in returns on investments during 2008 has had minimal effect on ECU's operations and its asset management plan, as few of the University's revenue streams are supplemented by income from investments.
- The instability in the financial markets in Australia and elsewhere was highlighted to ECU's Council in the context of the ECU Budget for 2009, approved by Council in late 2008.
- ECU's Senior Leadership Team continues to monitor changes in economic conditions and will alert Council to any changes likely to require ECU to adjust its strategic priorities.

Commonwealth Government Policy

The Commonwealth Government is the major provider of funding for the Australian higher education sector and plays a significant role in policy setting. In 2008 the Commonwealth Labor Government initiated a number of sector-related reviews including the *Review of Australian Higher Education* (the "Bradley Review"), the *Excellence in Research for Australia* review, the *Review of the National Innovation System* and a consultation process on the impact of Voluntary Student Unionism.

The Bradley Review in particular, will have a significant impact on the future direction of the sector. The Bradley Review's final report to the Government was released in December 2008 and recommendations include: a deregulated demand-driven approach to funding higher education places; improved student income support; national and institutional targets for widening participation to under-represented groups; a national accreditation and quality audit body for both parts of the tertiary education sector; and increased university research funding. The Minister for Education is expected to respond to the report in March 2009.

The Commonwealth Government's own revenue forecasts have been revised in light of the economic downturn and it is likely that revision of funding priorities will affect the Government's ability to implement Higher Education policy changes and respond to continuing sector demands for increased overall funding. Notwithstanding, any significant changes in funding may not be forthcoming until after the 2010 Commonwealth Budget.

Other Commonwealth Government policy issues of relevance in 2008 included:

- State/ territory agreement on the National Protocols for Higher Education Approvals which, in the medium-term, would increase competition, with more private providers becoming self-accrediting institutions and less exclusive use of the title "university".

- Continued emphasis on greater differentiation of universities, which the Commonwealth Government may in future support with specific funding for individual university missions (“Funding Compacts”). In 2008 each of the four public universities in Western Australia initiated course profile reviews in order to, amongst other things, better define their distinctiveness.
- Foreshadowed Commonwealth Government changes relating to Voluntary Student Unionism may take effect as early as July 2009.
- Continued emphasis on competitive funding through a number of specific programs, including the Higher Education Endowment Fund, which in 2008 was re-titled the Education Investment Fund and broadened to provide capital works funding, not just for universities and research facilities, but also for vocational education and training facilities and major research centres.
- Reviews of research and innovation, which have included recommendations to move rapidly to a full-cost funding model for university research activities and to develop appropriate discipline-specific indicators to measure research excellence.
- Changes to the Commonwealth Higher Education Grant Scheme, which include:
 - for over-enrolments above 105 per cent of agreed funding - an averaged amount per student, based on the student contribution for all Commonwealth-supported students enrolled;
 - for under-enrolments below 99 per cent of agreed funding - the Minister may allow providers to retain 50 per cent of the funding that would otherwise be deducted, up to a maximum of \$2.5 million;
 - reduced student contribution amounts from 2009 for commencing students in mathematics, statistics and science units; and
 - removal of providers’ option to offer domestic fee-paying undergraduate places.

Impact and ECU Strategies:

- During 2008 ECU’s Council was provided with regular updates on the progress of the Bradley Review and its likely implications were considered in developing the ECU 2009 Budget. ECU provided preliminary input to the review process and made a submission in response to the Bradley Review Discussion Paper. Members of ECU’s Senior Leadership Team attended briefing sessions with the Review Panel.
- In 2008 ECU began a strategic review of its Academic Profile as a starting point in the development of recommendations for change designed to enhance the distinctiveness of ECU within the sector.
- It is clear that the sector is entering a further period of fluidity and change. While cognisant of, and responsive to, external issues, ECU will continue to progress its Council-approved Mission, Vision, Values and Strategic Priorities.

State Economy and Labour Market

The Western Australian economy and labour market continues to be strong, although in late 2008 growth in the Western Australian resources sector was slowing as demand from China weakened. A downturn in the resources sector will have an inevitable flow-through to other sectors of the Western Australian economy.

Western Australia’s unemployment rate at the end of 2008 remained lower than other states and territories at 2.7 per cent, compared with a national average of 4.4 per cent. Youth (aged 15-19 years)

unemployment in Western Australia was 8.1 per cent, compared with a national average 14.5 per cent; again lower than all other states and territories.

Labour market pressures persisted throughout most of the year and although skill shortages in some professions (e.g. engineering) began to ease, in other professions (e.g. nursing and teaching) there remained significant shortfalls of suitably qualified staff.

The ageing demographics of the Western Australian population will also continue to give an increased focus on re-training and skills upgrading at both professional and sub-professional levels, although there are differing views as to the relative importance of higher education qualifications and vocational education and training qualifications in addressing labour market needs and prevailing skill shortages.

Unemployment is forecast to increase in 2009 as State and national economies slow. There is broad recognition that the “boom” has ended and those with lower skills and qualifications may find it difficult to remain in employment, unless they gain appropriate education and training.

Impact and ECU Strategies:

- A number of higher education providers, including ECU, have experienced a decline in applications for higher education places over several years, probably as a result of strong economic conditions. However, forecasts of applications for 2009 suggest that this trend is reversing (see *Student Demand* below).
- The decline in domestic student demand, both nationally and in the State, has been most evident for the older, non-school leaver cohort, with mature-age (over 20 years of age) enrolments declining since 2006. As this cohort is of particular importance to ECU, this goes some way to explain the greater decline in student load for ECU compared with those universities attracting a higher proportion of school-leavers. As economic conditions in Western Australia begin to weaken, mature-age demand for higher education might be expected to improve and forecasts of applications for 2009 suggest that there is strong growth in mature-age demand (see *Student Demand* below).
- ECU continues to monitor external factors impinging on the University’s planning (such as demographic changes, labour market and economic conditions, secondary and tertiary education participation rates, government policy developments) and ECU’s Council and Senior Leadership Team received periodic updates during 2008.

State Government Policy

In September 2008 a new Liberal State Government was elected, with the National Party and Independents holding the balance of power in the Western Australian Parliament.

In light of an economic downturn, revenue from royalties, stamp duties and Payroll Tax are forecast to drop. The State Government’s capacity to fund its election commitments may therefore be limited by revenues and it is likely that funding priorities will be revised accordingly.

Impact and ECU Strategies:

- State-level initiatives in areas such as teacher education, regional development, health and law and order are highly relevant to ECU and, in the past, State governments of both political persuasions have provided important support to the University. ECU will work with the new State Government as its policies and program priorities become apparent.
- Given the composition of the State Parliament, there may well be a renewed focus on regional issues in Western Australia. ECU is well placed to contribute to partnerships for the development and delivery of the State Government's regional initiatives.

Student Participation

Student participation is often described in terms of student load, measured in full-time equivalents (EFTSL), across funding categories. ECU's student load for the period 2006 to 2008 is set out in Table 8 below and shows that total student load was 724 EFTSL (4.7 per cent) above 2007 total student load and was slightly above the 2008 target (439 EFTSL). In addition:

- funding through the Commonwealth Grant Scheme (CGS) continues to make up the majority of the University's load (66 per cent in 2008);
- the load through the CGS in 2008 was 10,622 EFTSL, an increase of 343 EFTSL (3.3 per cent) on 2007 and slightly below the CGS load agreed with the Department of Education, Employment and Workplace Relations; and
- Fee-paying Overseas (On-shore and Off-shore) load is an increasing proportion of the University's total load, rising from 3260 (or 20.7 per cent of total load) in 2006 to 4049 (or 25.3 per cent of total load) in 2008.

Table 8: Full year Student Load by Funding Category, 2006-2008

Funding Category	2006		2007		2008 ²		Change 2007-2008 Actual
	Target	Actual	Target	Actual	Target	Actual	
Commonwealth Grant Scheme	12,025	10,868	10,868	10,279	10,648	10,622	3.3%
Research Training Scheme ¹	237	266	270	247	289	249	0.9%
Fee-paying Overseas On-shore	2,161	2,248	2,318	2,220	2,233	2,390	7.7%
Fee-paying Overseas Off-shore	579	1,012	1,196	1,202	1,260	1,659	38.0%
Fee-paying Australian Postgraduate	985	895	798	841	631	570	-32.2%
Fee-paying Australian Undergraduate	14	64	24	78	47	70	-9.6%
Vocational Education and Training	430	393	434	388	431	418	7.7%
TOTAL (all categories)	16,431	15,747	15,908	15,254	15,539	15,978	4.7%

Notes: Excludes TAFE EFTSL, Tuition Fee exempt (Higher Degree by Research exchange), Tuition waivers and Non-award EFTSL.

1. Research Training Scheme includes ECU-funded Higher Degree by Research. 2. 2008 Actual load is provisional and calculated as at 28 January 2009 and include total official load figures reported to DEEWR for 31 March 2008 and 31 August 2008 (includes preliminary load figures for Summer School and post August [Trimester 3 and Term 4]). Figures cannot be compared to figures shown in the Summary Statistics table on page 60 of the Annual Report.

Domestic Student Numbers at ECU

In 2008, ECU's domestic student enrolments fell slightly compared with 2007. Table 9 shows that domestic student enrolments as at 31 March were 16,207 in 2007 and 16,169 in 2008, a fall of 0.2 per cent and resulting from a decline in postgraduate enrolments.

Table 9: ECU Domestic Student Enrolments, 2005-2008

Domestic Student Enrolments	2005	2006	2007	2008	Change 2007-2008
Undergraduate and other	14,448	13,975	13,253	13,273	0.2%
Postgraduate	3,089	3,102	2,954	2,896	-2.0%
Total	17,537	17,077	16,207	16,169	-0.2%

Notes: Cross-institutional and Non-award enrolments have been allocated to the Undergraduate and other category. Estimates are based on official enrolments after each census date. 3. Domestic student enrolments include Australian and New Zealand Citizens, Permanent Residents and those with Humanitarian Visas.

Outlook for Domestic Student Demand

Whilst school-leaver demand for higher education remains static, there are early signs, based on applications for 2009 via the Tertiary Institutions Services Centre, of a resurgence of demand from mature-age prospective students to Western Australian universities.

There is anecdotal evidence of an inverse relationship between labour market strength and demand for student places in higher education and therefore if a decline in the Western Australian economy does lead to a significant increase in unemployment, there may be further increases in domestic student demand from 2010 onwards.

ECU's student load is projected to increase in 2009. The trend of growth in ECU's Commonwealth Grant Scheme load beginning in 2008 is expected to continue. The Commonwealth Grant Scheme load target agreed with the Department of Education, Employment and Workplace Relations for 2009 will be more than 5 per cent (566) above that for 2008.

Impact and ECU Strategies:

- The local, national and international environmental factors described above are considered in student load planning and in the development of the ECU Budget for 2009. Applications will be monitored carefully in the lead up to the 2009 enrolment period and throughout 2009.
- ECU's strategies to improve attraction and retention will continue into 2009 and these include:
 - promoting alternative pathways to improve the accessibility of higher education;
 - early offer arrangements to students completing TAFE courses;
 - continued marketing of ECU-funded scholarships and Commonwealth scholarships;
 - introduction of new courses; and
 - retention strategies to identify those most at risk of dropping out or failing in their courses.
- In mid-2008, the University established the Mature-Age Student Working Party chaired by the Pro-Vice-Chancellor (Teaching & Learning) to develop strategies to address the trend of weakening

mature-age student demand. The University received the Working Party's recommendations in 2008 and implemented initiatives for action in late 2008 and early 2009.

Social Inclusion

The Commonwealth Government has a particular focus on social inclusion in education and in the context of the higher education sector this has been articulated as the need to increase participation in higher education for those disadvantaged groups of society who typically have lower rates of educational attainment.

The Bradley Review's final report notes that the number of graduates in Australia must increase significantly if Australia is to raise productivity and remain internationally competitive in the global "knowledge economy". This will not be achieved without widening participation by raising participation rates for currently under-represented groups (Indigenous Australians, low Socio-economy Status people and those from regional and rural areas). That participation by these groups has been static or falling over the last ten years is of concern.

The Bradley Review report quotes Department of Education, Employment and Workplace Relations rates for participation by these groups in 2008, compared with their representation in the general population, as follows:

- Low Socio-economic Status - 15 per cent, compared with 25 per cent;
- Rural and Regional - 18.1 per cent, compared with 25.4 per cent;
- Indigenous Australians - 1.3 per cent, compared with 2.2 per cent; and
- Remote - 1.1 per cent, compared with 2.5 per cent.

Trends of declining participation in recent years for those from already under-represented groups may be linked to a strong domestic economy, where low unemployment rates and high demand in skill shortage employment areas, has encouraged people into employment rather than study.

In the case of Indigenous Australian participation, the declining number of Indigenous Australian students graduating from Year 12 is a trend seen nationally and is exacerbated by the often dispersed nature of Australia's Indigenous populations, and changes to financial support arrangements introduced by the previous Commonwealth Government.

Equity Group Participation at ECU

ECU maintains a strong commitment to promote equality of opportunity in higher education by removing barriers to access for disadvantaged students.

The University has identified students from low Socio-economic Status backgrounds (low SES), from rural areas, with disabilities and from Indigenous Australian backgrounds as its key focus.

Table 10 shows that the number of Equity Group students enrolled at ECU has declined in recent years, consistent with the overall pattern of decline in domestic enrolments at ECU for the period 2004 to 2008. While the number of students from rural areas increased in 2008 compared with 2007, all other groups declined in number from 2007 to 2008.

Figure 5 and Table 11 show that the proportion of students from the Rural equity group is now at its highest level since 2004, while the proportion of low SES students has declined since 2006, the proportion of students identifying as Indigenous Australian has been in decline over the full period 2004

to 2008 and the proportion of students identifying as having a disability has remained relatively stable at around 2 per cent since 2004.

Table 10: ECU Student Enrolments by Equity Group, 2004-2008

Numbers	2004	2005	2006	2007	2008
Low SES	4,029	3,361	3,258	3,069	2,983
Rural	1,903	1,569	1,503	1,417	1,448
Indigenous Australian	338	268	237	196	170
Disability	409	380	324	355	336

Notes: Includes all domestic students (Australian and New Zealand Citizens, Permanent Residents and those with Humanitarian Visas) at all course levels. Changes to the method of calculation means that the 2004 to 2007 figures reported here are slightly different from those in the 2007 Annual Report. Low SES and Rural status are determined by the postcode of a student's permanent home. Indigenous Australian and Disability status are determined by self-declaration at the time of enrolment.

Figure 5: Proportion of ECU Student Enrolments by Equity Group, 2004-2008

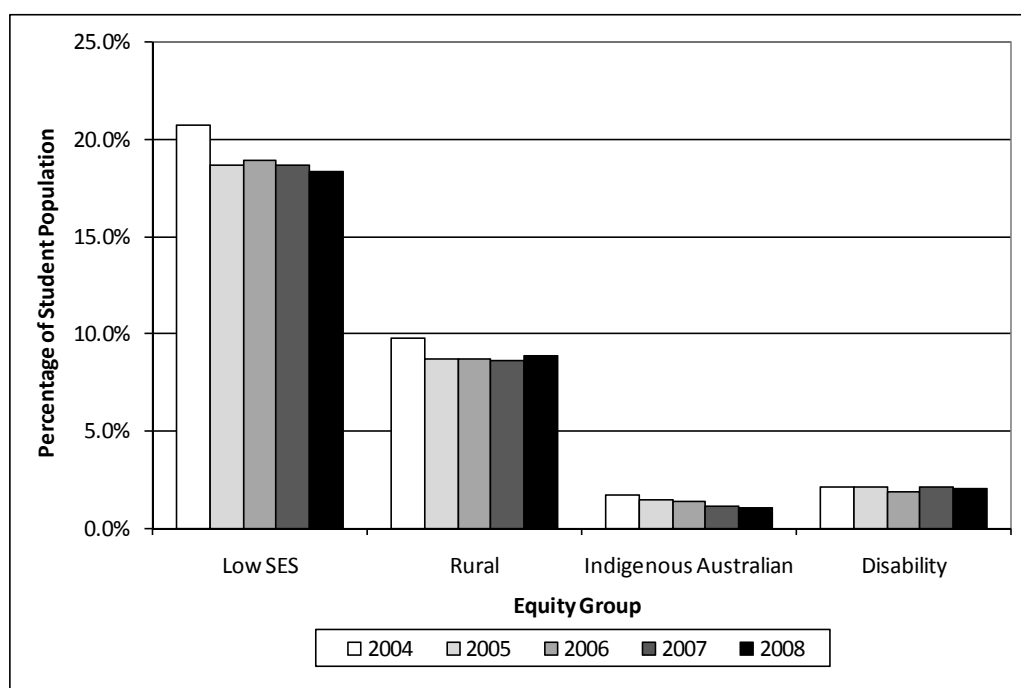


Table 11: Proportion of ECU Student Population by Equity Group, 2004-2008

Proportion	2004	2005	2006	2007	2008
Low SES	20.7%	18.7%	18.9%	18.7%	18.4%
Rural	9.8%	8.7%	8.7%	8.6%	8.9%
Indigenous Australian	1.7%	1.5%	1.4%	1.2%	1.1%
Disability	2.1%	2.1%	1.9%	2.2%	2.1%

Impact and ECU Strategies:

- ECU's experience of declining participation rates for its designated equity groups is largely reflective of national trends. ECU welcomes the Bradley Review emphasis on social inclusion and the need for marked improvement in participation in higher education for disadvantaged groups.
- ECU welcomes the Bradley Review recommendations for monitoring and reporting the sector's performance on equity group participation and for setting institutional targets and awarding achievements in improving participation.
- ECU's governance arrangements for equity matters are reported on page 159 of the Annual Report.
- ECU's ongoing commitment to equity matters and its strategies in 2008 are further described on page 168 of the Annual Report.

International Student Numbers at ECU

ECU's international student numbers grew for the third year in a row and in 2008 showed a marked increase of 10.5 per cent (423) over 2007. Table 12 below shows that this increase was mainly due to growth in international off-shore enrolments of more than 19 per cent (351) between 2007 and 2008.

Table 12: ECU International Student Enrolments, 2005-2008

International Student Enrolments	2005	2006	2007	2008	Change 2007 – 2008
International On-shore	2,440	2,616	2,579	2,689	4.3%
International Off-shore	1,127	1,400	1,819	2,170	19.3%
Total	3,567	4,016	4,398	4,859	10.5%

Note: Data is for official enrolments as at 31 March. International student enrolments are fee-paying overseas students studying with ECU on-shore (in Australia with a student visa) and off-shore (no residing in Australia).

Outlook for International Student Demand

The higher education sector takes 36 per cent of Australia's international student enrolments and total international on-shore enrolments in higher education courses grew by 4.5 per cent in the year to September 2008. The VET sector showed the greatest growth in enrolments, with a 25 per cent increase for the same period.

The levelling-out of domestic student demand for higher education has caused a decrease in the ratio of domestic to international students at Australian universities and international student income is a significant contribution to the overall income of universities. Department of Education, Employment and Workplace Relations statistics quoted in the Bradley Review report show that from 1996 to 2007 the proportion of international students studying higher education in Australia increased from 8.5 per cent to 26.5 per cent.

The continuing uncertainties in financial markets have led to a decline in the value of the Australian dollar, thereby making Australia a more cost-effective study destination. However, changing economic conditions in source countries will also affect international student markets for Australian universities, perhaps with greater numbers of prospective international students choosing to study closer to home. Perceptions of safety (crime, terrorism) will also continue to impact on decisions about where to study.

China and India are now the largest source nations for international students studying in Australia, while emerging markets in countries such as Vietnam have also contributed to the growth. Traditional source countries such as Singapore and Malaysia are now more self-sufficient in providing higher education for their citizens, as well as becoming more desirable destinations for international students from elsewhere.

The 3.6 per cent growth in international on-shore enrolments for ECU in 2008 was below the average for the sector. Visa changes for Indian students led to a large spike in Semester 2, 2008 enrolments and while ECU expects enrolments from India to be strong in 2009, this surge will not be sustained. Consequently, moderate growth targets have been set for fee-paying courses in 2009, building on the prudent approach adopted by ECU in recent years.

Impact and ECU Strategies:

- Although Australian universities continue to face uncertain global market conditions for international students, ECU has continued to grow its international student numbers and ECU enjoys good brand recognition.
- Local, national and international environmental factors impacting on international student demand are monitored and considered in all marketing and student load planning activities.
- ECU recognises that international students make a critical contribution in terms of internationalisation of the curriculum and widening the cultural experiences of all students - domestic and international. The additional resources that international students bring to the University also help to fund enhancements in the quality of academic programs and activities, and thus the University's competitive position.

Legislative Impacts

The main legislative impacts on ECU's operations in 2008 were from the following existing and new legislation:

- *Higher Education Support Act 2003* (Cwlth) [HESA]

This legislation determines the University's Commonwealth funding for teaching and research and its responsibilities in terms of governance and acquittal. HESA contains provisions for a number of competitive funding schemes in areas such as capital works, improved productivity and teaching excellence. Amendments to HESA removed the provisions for contingent funding, tied to compliance with the Higher Education Workplace Reform Requirements, and universities were not required to report on compliance with the National Governance Protocols (the "Protocols"). In relation to the Protocols, universities were advised that compliance remains a requirement under the Act, but that the Protocols would be replaced by a new Voluntary Code.

- *Education Services for Overseas Students Act 2000* (Cwlth) [ESOS] and New National Code

A revised ESOS Act and National Code came into effect in July 2007 and ECU's international student procedures have been amended to comply with the new National Code. Further work was done during 2008 to check compliance against the new Act and Code, including an audit, student complaint mapping exercise and work with the Ombudsman's Office to deal with student issues as they arose.

Further legislative developments likely to impact upon ECU's operations in the future include those listed below:

- *Higher Education Support Act 2003* (Cwlth) [HESA]

As noted above, the Voluntary Code in relation to the governance arrangements of universities has been foreshadowed by the Commonwealth Minister, although the timeframe for implementation is not yet known. The impact of this change on the University is not expected to be great, given the commitment to good practice in governance already embraced by ECU's Council.

- *Higher Education Support Amendment (Abolition of Compulsory Up-front Student Union Fees) Act 2005*

The Commonwealth Minister for Youth announced in November 2008 that the Act would be amended to enable universities to impose a fee, capped at a maximum of \$250 per full time student per annum, to fund student amenities and support services. Higher education providers will be required as a condition of funding to meet new benchmarks to ensure students have information and access to student services. Higher education providers will also be required to fulfil *National Student Representation and Advocacy Protocols*. The Commonwealth Government expects that these changes will come into effect from July 2009.

ECU will monitor closely the development of these new arrangements and will respond accordingly.

- *Information Privacy Bill 2007*

The Information Privacy Bill 2007 will amend the *Freedom of Information Act 1992* and other relevant legislation. At the end of 2007, the Bill's Second Reading was adjourned by the Western Australian Legislative Council. The Bill provides for policies and procedures for obtaining, storing and dealing with the personal and health information of staff, students, suppliers, customers and other persons.

ECU has put in place policy and supporting documentation for staff in anticipation of the passing of the Bill.

- *Freedom of Information Amendment Bill 2007*

The Freedom of Information Amendment Bill includes amendments relating to access to documents under the *Freedom of Information Act 1992* (FOI Act) and address practical issues relating to the operation of the FOI Act. The Bill's second reading in the Legislative Council of the Western Australian Parliament occurred in December 2007. There was no progress on the Bill during 2008, but it is likely that changes will occur in the near future.

Edith Cowan University
Annual Report for 2008

Section 4 - Disclosures and Legal Compliance

Auditor General's Statement



Auditor General

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

**EDITH COWAN UNIVERSITY
FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS
FOR THE YEAR ENDED 31 DECEMBER 2008**

I have audited the accounts, financial statements, controls and key performance indicators of Edith Cowan University and the consolidated entity.

The financial statements comprise the Balance Sheet as at 31 December 2008, and the Income Statement, Statement of Changes in Equity and Cash Flow Statement of the University and the consolidated entity for the year then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

University Council's Responsibility for the Financial Statements and Key Performance Indicators

The University Council is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

Edith Cowan University

Financial Statements and Key Performance Indicators for the year ended 31 December 2008

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Edith Cowan University and the consolidated entity at 31 December 2008 and their financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the University provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the University are relevant and appropriate to help users assess the University's performance and fairly represent the indicated performance for the year ended 31 December 2008.

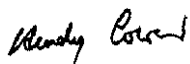


COLIN MURPHY
AUDITOR GENERAL
16 March 2009

Certification of Financial Statements

The accompanying financial statements of Edith Cowan University and the accompanying consolidated financial statements have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ending 31 December 2008 and the financial position as at 31 December 2008.

At the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Hendy Cowan

Chancellor

6 March 2009



Kerry O. Cox

Vice-Chancellor

9 March 2009



Warren Snell

Chief Financial Officer

6 March 2009

Certification of financial statements required by DEEWR

I declare that:

- at the time of this certification there are reasonable grounds to believe that Edith Cowan University will be able to pay its debts as and when they fall due; and
- the amount of Commonwealth financial assistance expended during the financial year ending 31 December 2008 was for the purpose(s) for which it was provided.



Kerry O. Cox

Vice-Chancellor

9 March 2009

Financial Statements

Edith Cowan University Annual Financial Report for the year ended 31 December 2008

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This financial report covers both Edith Cowan University as an individual entity and the consolidated entity consisting of Edith Cowan University and its subsidiary. The financial report is presented in the Australian currency.

Edith Cowan University
Income statements
For the year ended 31 December 2008

		Consolidated		Parent	
	Notes	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Revenue from continuing operations					
Australian Government financial assistance					
Australian Government grants	5	129,801	111,728	129,801	111,728
HECS-HELP Australian Government payments	5	46,357	45,377	46,357	45,377
FEE-HELP	5	4,170	5,950	4,170	5,950
State and Local Government financial assistance	6	11,499	10,697	11,499	10,697
HECS-HELP - Student payments		8,668	7,185	8,668	7,185
Fees and charges	7	56,369	51,535	56,369	51,535
Investment revenue	8	4,032	2,663	3,997	2,631
Royalties	9	7,370	6,338	5,211	3,930
Consultancy and contracts	10	5,914	5,207	5,883	5,158
Sale of goods		7,301	7,280	7,301	7,280
Other revenue	11	7,781	5,730	4,764	3,345
Total revenue from continuing operations		289,262	259,690	284,020	254,816
Gains on disposal of assets	12	3,293	10,700	3,293	10,701
Other investment income	8	6,238	1,207	6,238	1,207
Other income	11	456	176	388	65
Total income and revenue from continuing operations before deferred Government superannuation contributions		299,249	271,773	293,939	266,789
Deferred Government superannuation contributions	20	3,058	2,975	3,058	2,975
Total revenue and income from continuing operations		302,307	274,748	296,997	269,764
Expenses from continuing operations					
Employee related expenses	13	153,044	141,541	150,821	139,525
Repairs and maintenance	14	7,113	6,122	7,113	6,122
Depreciation and amortisation	15	17,102	19,953	17,083	19,925
Finance costs	16	4,290	2,105	4,288	2,105
Investment losses	8	10,621	-	10,621	-
Cost of goods sold		3,677	3,764	3,677	3,764
Other expenses	17	81,057	78,019	78,682	75,255
Total expenses from continuing operations before deferred Government employee benefits for superannuation		276,904	251,504	272,285	246,696
Deferred Government employee benefits for superannuation	13	3,058	2,975	3,058	2,975
Total expenses from continuing operations		279,962	254,479	275,343	249,671
Operating result before income tax		22,345	20,269	21,654	20,093
Income tax (expense)/benefit	18	(233)	56	-	-
Operating result after income tax for the period	34(b)	22,112	20,325	21,654	20,093

The above income statements should be read in conjunction with the accompanying notes.

Edith Cowan University
Balance sheets
As at 31 December 2008

		Consolidated		Parent	
	Notes	2008	2007	2008	2007
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Current assets					
Cash and cash equivalents	19	18,656	11,792	16,873	10,790
Receivables	20	10,952	13,338	10,253	12,502
Inventories	21	1,970	1,753	1,688	1,604
Derivative financial instruments	22	273	-	273	-
Other financial assets	23	12,346	10,174	12,337	10,165
Non-current assets classified as held for sale	24	23,129	10,590	23,129	10,590
Other non-financial assets	25	5,890	5,468	5,719	5,239
Total current assets		73,216	53,115	70,272	50,890
Non-current assets					
Receivables	20	29,359	26,267	29,481	26,386
Other financial assets	23	20,738	37,689	20,738	37,689
Property, plant and equipment	26	799,609	675,367	799,483	675,237
Investment properties	27	14,243	12,493	14,243	12,493
Deferred tax assets	28	257	303	-	-
Intangible assets	29	75	-	-	-
Total non-current assets		864,281	752,119	863,945	751,805
Total assets		937,497	805,234	934,217	802,695
LIABILITIES					
Current liabilities					
Trade and other payables	30	15,717	10,013	14,861	9,435
Borrowings	31	6,777	10,187	6,777	10,187
Derivative financial instruments	22	310	-	310	-
Provisions	32	21,307	20,104	21,149	19,957
Other current liabilities	33	21,832	20,696	21,206	20,275
Total current liabilities		65,943	61,000	64,303	59,854
Non-current liabilities					
Trade and other payables	30	171	427	-	-
Borrowings	31	63,488	61,102	63,488	61,102
Provisions	32	34,821	31,482	34,727	31,407
Deferred tax liabilities	28	196	118	-	-
Total non-current liabilities		98,676	93,129	98,215	92,509
Total liabilities		164,619	154,129	162,518	152,363
Net assets		772,878	651,105	771,699	650,332
EQUITY					
Reserves	34(a)	424,995	327,538	425,030	327,521
Retained surplus	34(b)	347,883	323,567	346,669	322,811
Total equity		772,878	651,105	771,699	650,332

The above balance sheets should be read in conjunction with the accompanying notes.

Edith Cowan University
Statements of changes in equity
For the year ended 31 December 2008

Consolidated 2008	Property plant and equipment revaluation reserve \$'000	Investments revaluation reserve \$'000	Foreign currency revaluation reserve \$'000	Hedging reserve - cash flow hedges \$'000	Retained surplus \$'000	Total \$'000
Balance at 1 January 2008	327,133	388	17	-	323,567	651,105
Gains/(losses) from revaluation	100,539	(11,410)	(52)	-	-	89,077
Cash flow hedges	-	-	-	(37)	-	(37)
Operating result for year	-	-	-	-	22,112	22,112
Impairment adjustments	-	10,621	-	-	-	10,621
Transfers between reserves	(2,204)	-	-	-	2,204	-
Balance at 31 December 2008	<u>425,468</u>	<u>(401)</u>	<u>(35)</u>	<u>(37)</u>	<u>347,883</u>	<u>772,878</u>
Balance at 1 January 2007	333,072	-	19	-	297,883	630,974
Losses from revaluation	-	(192)	(2)	-	-	(194)
Operating result for year	-	-	-	-	20,325	20,325
Transfers between reserves	(5,939)	580	-	-	5,359	-
Balance at 31 December 2007	<u>327,133</u>	<u>388</u>	<u>17</u>	<u>-</u>	<u>323,567</u>	<u>651,105</u>
Parent 2008	Property plant and equipment revaluation reserve \$'000	Investments revaluation reserve \$'000	Foreign currency revaluation reserve \$'000	Hedging reserve - cash flow hedges \$'000	Retained surplus \$'000	Total \$'000
Balance at 1 January 2008	327,133	388	-	-	322,811	650,332
Gains/(losses) from revaluation	100,539	(11,410)	-	-	-	89,129
Cash flow hedges	-	-	-	(37)	-	(37)
Operating result for year	-	-	-	-	21,654	21,654
Impairment adjustments	-	10,621	-	-	-	10,621
Transfers between reserves	(2,204)	-	-	-	2,204	-
Balance at 31 December 2008	<u>425,468</u>	<u>(401)</u>	<u>-</u>	<u>(37)</u>	<u>346,669</u>	<u>771,699</u>
Balance at 1 January 2007	333,072	-	-	-	297,359	630,431
Losses from revaluation	-	(192)	-	-	-	(192)
Operating result for year	-	-	-	-	20,093	20,093
Transfers between reserves	(5,939)	580	-	-	5,359	-
Balance at 31 December 2007	<u>327,133</u>	<u>388</u>	<u>-</u>	<u>-</u>	<u>322,811</u>	<u>650,332</u>

The above statements of changes in equity should be read in conjunction with the accompanying notes.

Edith Cowan University
Cash flow statements
For the year ended 31 December 2008

		Consolidated		Parent	
	Notes	2008	2007	2008	2007
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Australian Government Grants received	5(h)	179,712	153,074	179,712	153,074
HECS-HELP - Student payments received		8,668	7,185	8,668	7,185
State Government Grants received	6	11,499	10,697	11,499	10,697
Receipts from student fees and other customers		89,813	78,520	84,593	73,548
Dividends and distributions received		3,571	282	3,571	282
Interest received	8	4,032	2,663	3,994	2,623
Payments to suppliers and employees (inclusive of goods and services tax)		(236,863)	(233,889)	(232,685)	(229,041)
Interest and other cost of finance paid		(4,290)	(2,105)	(4,288)	(2,105)
Income taxes paid		(147)	(100)	-	-
Net cash provided by operating activities	43	55,995	16,327	55,064	16,263
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment and non-current assets held for sale		5,607	33,707	5,607	33,707
Payments for property, plant and equipment, non-current assets held for sale and intangibles		(58,616)	(54,196)	(58,518)	(54,188)
Payments for financial assets		(1,474)	(36,272)	(1,474)	(36,263)
Proceeds from sale of financial assets		1,596	-	1,596	-
Receipts from term deposits		4,832	-	4,832	-
Net cash used in investing activities		(48,055)	(56,761)	(47,957)	(56,744)
Cash flows from financing activities					
Proceeds from borrowings		10,350	34,650	10,350	34,650
Repayment of borrowings		(11,374)	(181)	(11,374)	(181)
Net cash (used in) / provided by financing activities		(1,024)	34,469	(1,024)	34,469
Net increase / (decrease) in cash and cash equivalents		6,916	(5,965)	6,083	(6,012)
Cash and cash equivalents at the beginning of the financial year		11,792	17,758	10,790	16,802
Effects of exchange rate changes on cash and cash equivalents		(52)	(1)	-	-
Cash and cash equivalents at the end of the financial year	19	18,656	11,792	16,873	10,790
Non-cash financing and investing activities	44				

The above cash flow statements should be read in conjunction with the accompanying notes.

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1 University Organisation

Edith Cowan University (the University) is a Statutory Authority of the Government of Western Australia and is domiciled in Australia. The address of its registered office is 270 Joondalup Drive, Joondalup, Western Australia.

The University is a public not-for-profit institution of higher education, funded primarily through Commonwealth grant funding. Established in 1902, when it began as a teaching college, the University gained university status in 1991. Its principal activities cover teaching, learning and research.

The University Council is the governing body which controls the operations, affairs, concerns and property of the University. The Vice-Chancellor has been delegated the responsibility of managing the operations, affairs, concerns and property of the University.

2 Australian equivalents to International Financial Reporting Standards

General

The University's financial statements for the year ended 31 December 2008 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the University has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates, as issued by the AASB and formerly the Urgent Issues Group (UIG).

Early adoption of standards

The University has adopted Treasurer's instruction 1101 'Application of Australian Accounting Standards and Other Pronouncements' where the University will not early adopt an Australian Accounting Standard or Interpretation unless specifically permitted by Treasurer's instruction 1101.

No Standards and Interpretations that have been issued or amended but are not yet effective, have been early adopted by the University for the annual reporting period ended 31 December 2008.

3 Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's instructions to vary application, disclosure, format and wording.

The Financial Management Act and the Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Reporting Entity

The reporting entity comprises the University and its controlled entity, E.C.U. Resources for Learning Ltd (ECURL).

Specific details of controlled entities appear in note 41.

3 Summary of significant accounting policies (continued)

(a) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, modified by the revaluation of land, buildings, investment properties, works of art and available-for-sale financial assets which have been measured at fair value.

The consolidated financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgements in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 4.

(b) Principles of consolidation

Subsidiary

The consolidated financial statements incorporate the assets and liabilities of all entities controlled by Edith Cowan University ("University" or "parent entity") as at 31 December 2008 and the results of all controlled entities for the year then ended. Edith Cowan University and its controlled entities together are referred to in this financial report as the Group or the consolidated entity.

Control is achieved where the University has the power to govern the financial and operating policies of the subsidiary so as to obtain benefits from its activities. A list of controlled entities appears in note 41. Consistent accounting policies have been employed in the preparation and presentation of the consolidated financial statements.

The consolidated financial statements include the information and results of the controlled entities from the date on which the University obtains control and until such time as the University ceases to control such entities.

Inter-entity transactions, balances and unrealised gains on transactions between the University and the controlled entity are eliminated in full on consolidation.

3 Summary of significant accounting policies (continued)

(c) Income

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is recognised for the major business activities as follows:

(i) Grants, donations, gifts and other non-reciprocal contributions

Grants received from Government are recognised as revenue when the University obtains control over the asset comprising the contribution. When the University does not have control over the contribution, does not have the right to receive the contribution or, in case of reciprocal grants, has not fulfilled grant conditions, the grant contribution is treated as a liability in the balance sheet as deferred income.

Donations, gifts and other contributions are recognised as revenue when the University obtains control over the assets comprising the contributions.

(ii) Rendering of services

Revenue is recognised on delivery of the service to the client or by reference to the stage of completion of the transaction.

(iii) Interest revenue

Revenue is accrued on a time-proportion basis, by reference to the principal outstanding and at the effective interest rate applicable.

(iv) Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

(v) Royalties

Royalty income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

Income recognition

(vi) Land development and resale

Land is not sold until the development work is completed, and income is recognised when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

(vii) Gains

Gains may be realised or unrealised. Realised gains are determined on a net basis as the difference between the sale proceeds received or receivable and the carrying amount of the non-current asset. Unrealised gains are determined on a net basis as the difference between the fair value and the carrying amount of an asset.

The policies adopted for the recognition of significant categories of gains are as follows:

Realised gains on disposal of non-current assets

Gains arising on the disposal or retirement of a non-current asset are recognised when control of the asset and the significant risks and rewards of ownership transfer to the purchaser. Net gains are included in income for the period in which they arise.

Unrealised gains associated with investment property at fair value

Gains arising from changes in the fair value of an investment property are included in income for the period in which they arise.

Gains or losses associated with financial assets

Gains arising on the retirement of financial assets are recognised when control of the asset and the significant risks and rewards of ownership transfer from the University. Net gains are included in income for the period in which they arise.

(viii) Parking and library fines

Income from parking and library fines are recognised on a cash basis, as the purpose of the fine is to act as a deterrent and not for raising revenue. Non-payment of these fines is not actively pursued.

3 Summary of significant accounting policies (continued)

(ix) *Lease income*

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

(d) **Income tax**

The controlled entity, ECURL, is subject to income tax in Australia under the Income Tax Assessment Act 1997. Authority has been granted to ECURL to adopt a calendar tax year.

The overseas branches are subject to income tax relating to income and expenditure items attributable to permanent establishments in the United Kingdom, the United States of America and New Zealand. The taxation expense represents the sum of tax currently payable and is measured at 31 December each year.

Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The liability for current tax is calculated using tax rates that have been enacted by the balance sheet date.

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the national income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses.

Deferred tax assets and liabilities are provided in full, using the liability method, for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted or substantively enacted for the jurisdiction where the entity is situated. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. An exception is made for certain temporary differences arising from the initial recognition of an asset or a liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose in a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or taxable profit or loss.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in controlled entities where the parent entity is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Current and deferred tax balances attributable to amounts recognised directly in equity are also recognised directly in equity.

(e) **Borrowing costs**

Borrowing costs that have been incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed when incurred.

3 Summary of significant accounting policies (continued)

(f) Impairment of assets

Property, plant and equipment, investment properties, intangible assets, non-current assets held for sale and financial assets are tested for any indication of impairment at each balance sheet date. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, and the decline in the carrying value is considered significant and prolonged, the asset is considered impaired. The asset is written down to the recoverable amount and an impairment loss is recognised. As the University is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of asset is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

(g) Financial instruments

The consolidated entity's financial instruments have been disaggregated into the following classes:

Financial Assets

- Cash and cash equivalents
- Receivables
- Term deposits
- Available for sale financial assets
- Derivative financial instruments (assets)

Financial Liabilities

- Payables
- WATC borrowings
- Derivative financial instruments (liability)

Initial recognition and measurement is at fair value. The transaction cost or face value is equivalent to the fair value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(h) Cash and cash equivalents

For the purpose of the cash flow statement, cash and cash equivalents includes restricted cash and cash equivalents. These include cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

3 Summary of significant accounting policies (continued)

(i) Restricted cash

Endowment and bequest funds are classified as restricted cash assets. Endowment and bequest funds have been received from benefactors who, by the terms of their conveying instruments, have stipulated that the use of funds is limited in future years to the purposes designated by the benefactors.

(j) Receivables

Receivables are recognised and carried at the original invoice amount less a provision for any uncollectible amounts. The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the provision for impairment. The provision for impairment (doubtful debts) is raised for all amounts overdue more than 90 days. The carrying amount is equivalent to the fair value as it is due for settlement within 30 days.

(k) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost comprises direct materials and where applicable, import duties, transport and handling costs that have been incurred to bring the inventories to their present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

(l) Investments and other financial assets

The University classifies its investments into the following categories: loans and receivables, held-to-maturity investments and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at each balance sheet date. Investments not at fair value are initially recognised at cost being the fair value of consideration given, including directly attributable transaction costs.

After initial recognition, investments classified as available-for-sale, are measured at fair value. Gains or losses on available-for-sale investments are recognised as a separate component of equity until the investment is sold, collected or otherwise disposed of, or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is included in the income statement.

Fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (e.g. unlisted securities), the University assesses fair value using valuation techniques. These include the use of recent arm's length transactions and reference to other instruments that are substantially the same.

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates are classified as held-to-maturity when management has a positive intention and ability to hold to maturity. Investments intended to be held for an undefined period are not included in this classification. The University invests in term deposits which are classified in this category. The University records term deposits at cost and accrues the interest on a monthly basis until that interest is recorded at maturity.

The University assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired. If evidence of impairment exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement, but are recognised in equity in the available-for-sale investments revaluation reserve.

3 Summary of significant accounting policies (continued)

(m) Property, plant and equipment

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are expensed direct to the income statement (other than where they form part of a group of similar items which are significant in total).

All items of property, plant and equipment are initially recognised at cost. For items of property, plant and equipment acquired at no cost or for nominal cost, cost is their fair value at the date of acquisition.

After recognition as an asset, the University uses the revaluation model for the measurement of land, buildings and works of art and the cost model for all other property, plant and equipment. Land, buildings and works of art are carried at fair value less accumulated depreciation on buildings and accumulated impairment losses. Land and works of art are not depreciated. All other items of property, plant and equipment are carried at cost less accumulated depreciation and accumulated impairment losses.

The fair value of land and works of art is determined on the basis of current market buying values determined by reference to recent market transactions.

The fair value of buildings is determined on the basis of existing use. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the written-down current replacement cost.

Revaluations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from fair value at the balance sheet date. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amounts of the asset and the net amount is restated to the revalued amount of the asset.

Any revaluation increase arising on the revaluation of land and buildings is credited to the property, plant and equipment revaluation reserve in shareholders' equity, except to the extent that it reverses a revaluation decrease for the same asset class previously recognised in profit or loss, in which case the increase is credited to the income statement to the extent of the decrease previously charged on an asset class basis. A decrease in carrying amount arising on the revaluation of land and buildings are charged as an expense to the extent that it exceeds the balance, if any, held in the property, plant and equipment revaluation reserve relating to a previous revaluation of that asset class.

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation reserve relating to that asset is transferred directly to retained surplus.

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. Depreciation on assets, other than land and works of art, is calculated using the straight line method. These rates are reviewed annually.

Estimated useful life for each class of depreciable asset are:

Asset category	Life
Land	Not depreciated
Buildings	50 years
Computing Equipment	4 years
Other equipment and furniture	6-10 years
Motor vehicles	4-6 years
Leased motor vehicles	6 years
Works of art	Not depreciated
Leasehold improvements	Depreciated over life of lease
Library collections	Depreciated at 100% in the fourth year after acquisition

3 Summary of significant accounting policies (continued)

Library Collections are stated at cost of the last three years' acquisition of library books. In each year, that year's cost of acquisition is added to the carrying value and the earliest year's cost of acquisition within the carrying value is expensed to the income statement.

Works of art controlled by the University are classified as heritage assets. These artefacts are protected and preserved for public exhibition, education, research and the furtherance of public service. They are neither disposed of for financial gain nor encumbered in any manner. Accordingly, such collections are capitalised, irrespective of value and are not depreciated as it is anticipated that they have indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 3(f)).

(n) Investment properties

Investment properties exclude properties held to meet service delivery objectives of the University and comprises of land and/or buildings which are held to earn rentals and/or capital appreciation.

Investment properties are initially recognised at cost. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the University. Where an investment property is acquired at no cost or for nominal consideration, its cost shall be deemed to be its fair value, as at the date of acquisition.

Subsequent to initial recognition at cost, investment property is carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. Changes in fair values are recorded in the income statement as part of other income. The properties are not depreciated.

Rental revenue from the leasing of investment properties is recognised in the income statement in the periods in which it is receivable and is accounted for on a straight line basis over the lease term.

(o) Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. The University leases certain property and equipment by way of operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

(p) Intangible assets

Computer software

Intangible assets comprise of externally acquired computer software that is customised by the University. All acquired and internally developed intangible assets are initially measured at cost. For assets acquired at no cost or for nominal cost, cost is their fair value at the date of acquisition.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, where appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Computer software is amortised using the straight line method, over its estimated useful life of 2-5 years.

3 Summary of significant accounting policies (continued)

(q) Non-current assets held for sale

Non-current assets classified as held for sale are stated at the lower of carrying amount and fair value less costs to sell where the carrying amount will be recovered principally through a sale transaction rather than through continuing use.

An impairment loss is recognised for any initial or subsequent write down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of derecognition.

Non-current assets classified as held for sale are not depreciated or amortised and are presented separately from other assets in the balance sheet.

(r) Payables

Payables are recognised when the consolidated entity becomes obliged to make future payments as a result of a purchase of assets or services. Accounts payable are not interest bearing and are stated at their nominal value.

The carrying amount is equivalent to its fair value, as they are generally settled within 30 days.

(s) Borrowings

Interest-bearing loans are recorded at cost when the proceeds are received, net of direct issued costs. Finance charges are accounted for on an accrual basis.

Interest bearing liabilities are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(t) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date.

(i) Employee benefits

• Annual leave and long service leave

The liability for annual leave expected to be settled within 12 months after the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual leave expected to be settled more than 12 months after the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions.

A liability for long service leave is recognised after an employee has completed four years of service. An actuarial assessment of long service leave undertaken by PriceWaterhouseCoopers Securities Ltd at 30 June 2007 determined that the liability measured using the short hand method was not materially different from the liability measured using the present value of expected future payments.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the University does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

3 Summary of significant accounting policies (continued)

- *Employment on-costs*

Employment on-costs, including workers' compensation insurance and payroll tax, are not employee benefits and are recognised as liabilities and expenses when the employment to which they relate have occurred. Employment on-costs are not included as part of the University's employee related expenses and the related liability is included in the employment on-costs provision.

- *Other compensated absences*

Employees accrue and accumulate sick leave and study leave in accordance with University policies. It is the policy of the University to recognise the cost of sick leave and study leave when paid. Employees who leave University employment are not entitled to be paid for accrued sick leave or study leave. Therefore, no liability is recognised in the financial statements.

- (ii) *Superannuation*

The University contributes to a number of superannuation schemes, including both defined contribution and defined benefit schemes. Payments to defined contribution schemes are charged as an expense as they fall due. The University's obligation is limited to these contributions.

Defined benefit schemes provide a defined lump-sum benefit to scheme members based on years of service and final average salary. A defined benefit liability is included in the balance sheet equal to the present value of the defined benefit obligation at the balance sheet date (less any past service costs not yet recognised) less the fair value of scheme assets at the balance sheet date.

Actuarial gains and losses are recognised immediately as income or expense in the income statement in the year in which they occur.

For details relating to the individual schemes, refer to note 48.

- (u) **Foreign currency translation and hedge accounting**

Transactions denominated in currencies other than Australian dollars are recorded at the rates of exchange prevailing on the dates of the transactions. At each balance sheet date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rate of exchange prevailing at the balance sheet date. Non-monetary assets and liabilities carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Exchange gains and losses arising on retranslation are included in the income statement for the period.

Forward foreign exchange contracts are entered into as hedges to avoid or minimise possible adverse financial effects of movements in exchange rates. Such derivative financial instruments are stated at fair value. Changes in the fair value of derivative financial instruments that are designated and effective as hedges of future cash flows are recognised directly in equity and the ineffective portion is recognised immediately in the income statement.

When the hedged firm commitment results in the recognition of an asset or a liability, then, at the time the asset or liability is recognised, the associated gains or losses that had previously been recognised in equity are included in the initial measurement of the acquisition cost or other carrying amount of the asset or liability. For all other cash flow hedges, the gains or losses that are recognised in equity are transferred to the income statement in the same year in which the hedged firm commitment affects the net profit and loss, for example when the future sale actually occurs.

- (v) **Comparative figures**

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

3 Summary of significant accounting policies (continued)

(w) New accounting standards and Interpretations

Certain new Accounting Standards and Interpretations have been published that are not mandatory for 31 December 2008 reporting periods. The Edith Cowan University's assessment of the impact of these new Standards and Interpretations is set out below:

The University has adopted Treasurer's instructions 1101 'Application of Australian Accounting Standards and Other Pronouncements' where the University will not early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101. Consequently, the University has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued which may impact the University but are not yet effective. Where applicable, the University plans to apply these Standards and Interpretations from their application date:

- (i) AASB 8 *Operating Segments* and AASB 2007-3 *Amendments to Australian Accounting Standards arising from AASB 8*

AASB 8 and AASB 2007-3 are effective for annual reporting periods commencing on or after 1 January 2009. AASB 8 will result in a significant change in the approach to segment reporting, as it requires adoption of a 'management approach' to reporting on the financial performance. The information being reported will be based on what the key decision-makers use internally for evaluating segment performance and deciding how to allocate resources to operating segments. AASB 8 does not apply to not-for-profit entities.

- (ii) Revised AASB 123 *Borrowing Costs* and AASB 2007-6 *Amendments to Australian Accounting Standards arising from AASB 123 [AASB 1, AASB 101, AASB 107, AASB 111, AASB 116 & AASB 138 and Interpretations 1 & 12]*

The revised AASB 123 is applicable to annual reporting periods commencing on or after 1 January 2009. It has removed the option to expense all borrowing costs and - when adopted - will require the capitalisation of all borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset. There will be no impact on the financial report of the University, as the University already capitalises borrowing costs relating to qualifying assets.

- (iii) Revised AASB 101 *Presentation of Financial Statements* and AASB 2007-8 *Amendments to Australian Accounting Standards arising from AASB 101*

The revised AASB 101 issued in September 2007 is applicable for annual reporting periods beginning on or after 1 January 2009. Local governments, government departments and governments were subject to requirements that differed from requirements applicable to other not-for-profit entities and for-profit entities contained in Australian Accounting Standards. An objective of this standard is to prescribe the composition of a complete set of financial statements, the general features, structure, content and classification of financial statements. The application of this standard will not affect any if the amounts recognised in the financial statements of the University.

- (iv) Improvements to Australian Accounting Standards: AASB 2008-5 and AASB 2008-6

In July 2008, the AASB issued a number of improvements to existing Australian Accounting Standards. The amendments will generally apply to financial reporting periods commencing on or after 1 January 2009, except for some changes to AASB 5 *Non-current Assets Held for Sale and Discontinued Operations* regarding the sale of the controlling interest in a subsidiary which will apply from 1 July 2009.

The University does not expect that any adjustments will be necessary as the result of applying the revised rules.

- (v) Amendment to IAS 39 *Financial Instruments: Recognition and Measurement*

On 31 July 2008 the IASB issued an amendment to IAS 39, *Eligible Hedged Items*. It is effective for accounting periods beginning on or after 1 July 2009 and must be applied retrospectively in accordance with IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*. The amendment makes two significant changes. It prohibits designating inflation as a hedgeable component of a fixed rate debt. It also prohibits including time value in the one-sided hedged risk when designating options as hedges. The amendments to IAS 39 are not applicable to the University.

3 Summary of significant accounting policies (continued)

(vi) Amendments to AASB 3 *Business Combinations*

The AASB issued revised AASB 3 Business Combinations and amended AASB 127 Consolidated and Separate Financial Statements, that incorporate IFRS 3 and the amendments made to IAS 27 respectively, in March 2008. The AASB also issued AASB 2008-3 Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127, which makes consequential amendments to other Australian Accounting Standards that have arisen as a result of the IASB's Business Combinations project at the same time. These Standards enable Australian reporting entities, where appropriate, to continue to be compliant with IFRSs in relation to the presentation of financial statements. Where applicable, the University plans to apply these Standards and interpretations from their effective date.

4 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the University and that are believed to be reasonable under the circumstances.

(a) Critical accounting estimates and assumptions

The key assumptions made concerning the future, and other key sources of estimating uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Allowances for impairment of financial assets;
- Estimating useful life of key assets – the useful life reflects the consumption of the key assets' future economic benefits.

Defined benefit superannuation plans

In determining the University's ultimate cost of its defined benefit superannuation plans, actuarial assumptions are required to be made. The principal actuarial assumptions used are disclosed in note 48.

(b) Critical judgements in applying the entity's accounting policies

The judgements that have been made in the process of applying accounting policies which have the most significant effect on the amounts recognised in the financial report include:

- Estimating the useful life of key assets;
- Impairment of property, plant and equipment, investment properties, receivables and other financial assets;
- Classification of financial assets.

5 Australian Government financial assistance

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
(a) Commonwealth Grant Scheme and other grants				
Commonwealth Grant Scheme	92,347	88,099	92,347	88,099
Indigenous Support Fund	828	905	828	905
Equity Support Program	242	217	242	217
Disability Support Program	61	42	61	42
Workplace Reform Program	1,188	1,144	1,188	1,144
Workplace Productivity Program	265	1,587	265	1,587
Learning & Teaching Performance Fund	1,583	-	1,583	-
Capital Development Pool	3,301	585	3,301	585
Superannuation Program	3,897	4,660	3,897	4,660
Transitional Cost Program	1,020	-	1,020	-
Teacher Education Program	897	-	897	-
Total Commonwealth Grants Scheme and other grants	<u>105,629</u>	<u>97,239</u>	<u>105,629</u>	<u>97,239</u>
(b) Higher Education Loan Programs				
HECS-HELP	46,357	45,377	46,357	45,377
FEE-HELP	4,170	5,950	4,170	5,950
Total Higher Education Loan Programs	<u>50,527</u>	<u>51,327</u>	<u>50,527</u>	<u>51,327</u>
(c) Scholarships				
Australian Postgraduate Awards	879	873	879	873
International Postgraduate Research Scholarships	179	140	179	140
Commonwealth Education Cost Scholarships	1,498	1,257	1,498	1,257
Commonwealth Accommodation Scholarships	1,786	1,645	1,786	1,645
Indigenous scholarships	61	33	61	33
Total Scholarships	<u>4,403</u>	<u>3,948</u>	<u>4,403</u>	<u>3,948</u>
(d) DIISR Research				
Institutional Grants Scheme	1,923	1,945	1,923	1,945
Research Training Scheme	4,335	4,223	4,335	4,223
Research Infrastructure Block Grants	458	544	458	544
Implementation Assistance Program	89	44	89	44
Australian Scheme for Higher Education Repositories	188	98	188	98
Commercialisation Training Scheme	48	48	48	48
Total DIISR Research Grants	<u>7,041</u>	<u>6,902</u>	<u>7,041</u>	<u>6,902</u>
(e) Better Universities Renewal Funding				
Better University Renewal Funding (BURF)	9,188	-	9,188	-
Total BURF	<u>9,188</u>	<u>-</u>	<u>9,188</u>	<u>-</u>
(f) Australian Research Council				
(i) Discovery				
Discovery - Projects	258	196	258	196
(ii) Linkages				
Linkages - Other	446	416	446	416
Total Australian Research Council	<u>704</u>	<u>612</u>	<u>704</u>	<u>612</u>

5 Australian Government financial assistance (continued)

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
(g) Other Australian Government financial assistance				
National competitive	812	667	812	667
Other research grants	1,371	1,083	1,371	1,083
Other non-research grants	653	1,277	653	1,277
Total Other Australian Government financial assistance	2,836	3,027	2,836	3,027
Total Australian Government financial assistance	180,328	163,055	180,328	163,055
Reconciliation				
Australian Government grants [(a) + (c) + (d) + (e) + (f) + (g)]	129,801	111,728	129,801	111,728
HECS-HELP - Australian Government payments	46,357	45,377	46,357	45,377
Other Australian Government loan programmes [FEE-HELP]	4,170	5,950	4,170	5,950
Total Australian Government financial assistance	180,328	163,055	180,328	163,055
(h) Australian Government Grants received - cash basis (Ref note 49)				
CGS and Other DEEWR Grants	100,325	92,968	100,325	92,968
Higher Education Loan Programs	51,867	46,897	51,867	46,897
Scholarships	4,403	3,948	4,403	3,948
DIISR Research Grants	7,041	6,902	7,041	6,902
BURF	9,188	-	9,188	-
ARC grants - Discovery	258	265	258	265
ARC grants - Linkages	445	371	446	371
Other Australian Government Grants	6,185	1,723	6,185	1,723
Total Australian Government Grants received - cash basis	179,712	153,074	179,712	153,074
OS-Help (Net)	(10)	(9)	(10)	(9)
Total Australian Government funding received - cash basis	179,702	153,065	179,702	153,065

6 State and Local Government financial assistance

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
State financial assistance				
WA State Department of Education and Training*	7,311	7,294	7,311	7,294
WA State and Local Government research grants	4,188	3,403	4,188	3,403
Total State and Local Government financial assistance	11,499	10,697	11,499	10,697

* The funding relates to West Australian Academy of Performing Arts (WAAPA@ECU)

7 Fees and charges

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Course fees and charges				
Continuing education	433	1,023	433	1,023
Fee-paying overseas students	47,214	41,621	47,214	41,621
Fee-paying domestic postgraduate students	2,811	3,406	2,811	3,406
Fee-paying domestic undergraduate students	53	15	53	15
Total course fees and charges	<u>50,511</u>	<u>46,065</u>	<u>50,511</u>	<u>46,065</u>
Other non-course fees and charges				
Student accommodation	2,013	1,835	2,013	1,835
Rental charges	244	274	244	274
Seminar and workshop fees	883	846	883	846
Examination, registration and photocopying fees	382	315	382	315
Library fines	52	34	52	34
Late fees	111	203	111	203
Parking fees	1,191	1,235	1,191	1,235
Amenities and service fees	63	96	63	96
Course consumable fees	312	91	312	91
Other fees and charges	607	541	607	541
Total other non-course fees and charges	<u>5,858</u>	<u>5,470</u>	<u>5,858</u>	<u>5,470</u>
Total fees and charges	<u><u>56,369</u></u>	<u><u>51,535</u></u>	<u><u>56,369</u></u>	<u><u>51,535</u></u>

8 Investment revenue and income

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Investment revenue				
Interest revenue from loan to subsidiary	-	-	3	8
Interest revenue from operating account	555	1,015	517	975
Interest revenue from bank bills	3,477	1,648	3,477	1,648
Total investment revenue	<u>4,032</u>	<u>2,663</u>	<u>3,997</u>	<u>2,631</u>
Other investment income				
Dividends received	450	197	450	197
Distributions from managed funds*	3,121	85	3,121	85
Rental income from investment properties	917	925	917	925
Fair value adjustment to investment properties	1,750	-	1,750	-
Total other investment income	<u>6,238</u>	<u>1,207</u>	<u>6,238</u>	<u>1,207</u>
Other investment losses				
Impairment of managed funds*	10,621	-	10,621	-
Total other investment losses	<u>10,621</u>	<u>-</u>	<u>10,621</u>	<u>-</u>
Net investment income	<u><u>(351)</u></u>	<u><u>3,870</u></u>	<u><u>(386)</u></u>	<u><u>3,838</u></u>

* The impairment of managed funds includes an impairment charge of \$1.4m which relates to a capital distribution received. This capital distribution is included in distributions from managed funds.

9 Royalties

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Royalties	<u>7,370</u>	<u>6,338</u>	<u>5,211</u>	<u>3,930</u>

10 Consultancy and contracts

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Research				
Consultancy	713	712	682	663
Contract research	<u>5,201</u>	<u>4,495</u>	<u>5,201</u>	<u>4,495</u>
Total consultancy and contracts	<u>5,914</u>	<u>5,207</u>	<u>5,883</u>	<u>5,158</u>

11 Other revenue and income

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Other revenue				
Commissions, recoveries and rebates received	2,383	347	2,383	347
Donations, bequests and scholarships	341	730	341	730
Prizes, contributions and sponsorships	181	309	181	309
Other revenue	336	22	336	22
Expense recoups	117	147	117	147
Box office - WAAPA	361	304	361	304
Sundry Income	952	1,392	952	1,392
Medical practitioners fees	93	94	93	94
Professional development courses	3,017	2,385	-	-
Total other revenue	<u>7,781</u>	<u>5,730</u>	<u>4,764</u>	<u>3,345</u>
Other income				
Insurance claims	229	26	229	26
Bad debts recovered	124	10	124	10
Other	103	140	35	29
Total other income	<u>456</u>	<u>176</u>	<u>388</u>	<u>65</u>

12 Gains on disposal of assets

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
(a) Disposal of property plant and equipment and non-current assets held for sale				
Proceeds from sale of property, plant and equipment and non-current assets held for sale	7,760	36,627	7,760	36,627
Carrying amount of property, plant and equipment and non-current assets held for sale sold	(6,051)	(25,927)	(6,051)	(25,926)
Net gain on disposal of property plant and equipment and non-current assets held for sale	1,709	10,700	1,709	10,701
(b) Sale of shares				
Proceeds from sale of shares	1,596	-	1,596	-
Carrying amount of shares sold	(12)	-	(12)	-
Net gain on sale of shares	1,584	-	1,584	-
Total of net gain on disposal of assets	3,293	10,700	3,293	10,701

13 Employee related expenses

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Academic				
Salaries	59,815	55,888	59,815	55,888
Contribution to superannuation and pension schemes:				
Emerging cost	3,865	3,972	3,865	3,972
Funded	8,545	8,032	8,545	8,032
Long service leave expense	1,728	1,719	1,728	1,719
Annual leave	226	480	226	480
Other	2,072	2,132	2,072	2,132
Total academic	76,251	72,223	76,251	72,223
Non-academic				
Salaries	65,179	57,931	63,228	56,156
Contribution to superannuation and pension schemes:				
Emerging cost	342	315	139	124
Funded	8,880	8,049	8,880	8,049
Long service leave expense	1,408	1,514	1,386	1,490
Annual leave	357	396	310	370
Redundancy payouts	193	778	193	778
Other	434	335	434	335
Total non-academic	76,793	69,318	74,570	67,302
Total employee related expenses	153,044	141,541	150,821	139,525
Deferred Government employment benefits for superannuation	3,058	2,975	3,058	2,975
Total employee related expenses including deferred Government employment benefits for superannuation	156,102	144,516	153,879	142,500

The employment on-costs liability is included at note 32. Employment on-costs such as workers' compensation insurance and payroll tax are included at note 17.

14 Repairs and maintenance

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Buildings maintenance	4,754	4,394	4,754	4,394
Grounds maintenance	612	433	612	433
Other equipment maintenance	1,747	1,295	1,747	1,295
Total repairs and maintenance	7,113	6,122	7,113	6,122

15 Depreciation and amortisation

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Depreciation				
Buildings	9,194	10,189	9,194	10,189
Leasehold improvements	767	616	763	612
Other equipment and furniture	2,753	2,816	2,749	2,810
Computing equipment	1,278	940	1,268	924
Motor vehicles	42	48	41	46
Library collections	3,068	2,510	3,068	2,510
Total depreciation	17,102	17,119	17,083	17,091
Amortisation				
Intangible assets	-	2,834	-	2,834
Total amortisation	-	2,834	-	2,834
Total depreciation and amortisation	17,102	19,953	17,083	19,925

16 Finance costs

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Interest paid	4,806	3,161	4,804	3,161
Borrowing costs capitalised	(516)	(1,056)	(516)	(1,056)
Total finance costs expensed	4,290	2,105	4,288	2,105

17 Other expenses

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Employment on-costs*	8,985	8,557	8,840	8,420
Student related expenditure	12,246	9,558	12,246	9,558
Telecommunications	1,678	1,545	1,647	1,511
Non-capitalised equipment	4,615	6,628	4,615	6,628
Computer software and maintenance	5,634	7,950	5,618	7,950
Travel, staff development & entertainment	8,035	6,504	7,673	6,069
Operating lease rental expenses	451	556	413	540
Professional and consulting fees	9,893	10,590	9,725	10,268
Consumables	5,066	4,300	4,573	3,715
Printing, postage and stationery	3,353	3,274	3,242	3,122
Utilities and rates	4,321	3,659	4,071	3,532
Advertising & marketing	6,719	6,672	6,484	6,312
Audit fees, bank charges, legal costs and insurance	935	1,697	422	1,104
Hire and lease costs	2,075	1,029	2,072	1,029
Impairment of receivables**	(156)	500	(156)	500
Write-offs during the year***	132	17	122	14
Other	7,075	4,983	7,075	4,983
Total Other expenses	81,057	78,019	78,682	75,255

*Includes workers' compensation insurance, payroll tax and other employment on-costs. The on-costs liability associated with the recognition of annual leave and long service leave liability is included at note 32. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

**Additional details on impairments of receivables are included at note 20.

***Additional details on write-offs during the year are included at note 47.

18 Income tax

Consolidated
2008 **2007**
\$'000 **\$'000**

(a) Income tax expense / (benefit)

Current tax	97	56
Deferred tax	136	(107)
Adjustments for current tax of prior periods	-	(5)
	<u>233</u>	<u>(56)</u>

Income tax expense is attributable to:

Operating result from continuing operations	<u>233</u>	<u>(56)</u>
Aggregate income tax (benefit)/expense	<u>233</u>	<u>(56)</u>

Deferred income tax (revenue) / expense included in income tax expense comprises:

Decrease / (increase) in deferred tax assets (note 28)	94	(197)
Increase in deferred tax liabilities (note 28)	42	90
	<u>136</u>	<u>(107)</u>

Income tax is only in relation to the controlled entity ECURL which includes overseas branches.

Consolidated
2008 **2007**
\$'000 **\$'000**

(b) Numerical reconciliation of income tax expense to prima facie tax payable

Operating result from continuing operations before income tax expense	22,345	20,269
Less: Non taxable operating result from parent entity	<u>(21,654)</u>	<u>(20,093)</u>
	691	176
Tax at the Australian tax rate of 30% (2007 - 30%)	207	53
Difference in overseas tax rates	20	(21)
Adjust for current tax of prior years	-	(5)
Changes in rates during the reporting period	(12)	(1)
Deferred tax under-provision	(5)	(30)
Previously unrecognised tax losses used to reduce deferred tax expense	-	(74)
Tax effect of amounts which are not deductible (assessable) in calculating taxable income:		
Depreciation and amortisation	1	1
Sundry items	-	1
Tax losses carried forward not recognised	<u>22</u>	<u>20</u>
Total income tax expense	<u>233</u>	<u>(56)</u>

(c) Amounts recognised directly in equity

Aggregate current and deferred tax arising in the reporting period and not recognised in net profit or loss but directly debited or credited to equity

Net deferred tax - credited directly to equity

Consolidated
2008 **2007**
\$'000 **\$'000**

(d) Tax losses

Unused tax losses for which no deferred tax asset has been recognised	<u>207</u>	<u>139</u>
Potential tax benefit @ 30%	<u>62</u>	<u>42</u>

All unused tax losses were incurred by the New Zealand branch.

19 Cash and cash equivalents

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	6,258	5,852	4,850	5,077
Bank Bills	12,375	5,912	12,000	5,685
Cash held in imprests	23	28	23	28
Total cash and cash equivalents	18,656	11,792	16,873	10,790

Reconciliation to cash at the end of the year

The above figures are reconciled to cash at the end of the financial year as shown in the cash flow statement as follows:

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Unrestricted cash assets	13,168	7,344	11,385	6,342
Restricted cash assets (note 35)	5,488	4,448	5,488	4,448
Balances per cash flow statement	18,656	11,792	16,873	10,790

20 Receivables

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Current				
Trade receivables and student fees	6,655	10,058	5,956	9,417
Less: Provision for impaired receivables	(875)	(1,782)	(875)	(1,782)
	5,780	8,276	5,081	7,635
Deferred Government contribution for superannuation*	3,516	3,550	3,516	3,550
GST and withholding tax receivable	1,656	1,512	1,656	1,317
Total current receivables	10,952	13,338	10,253	12,502
Non-current				
Deferred Government contribution for superannuation*	29,359	26,267	29,359	26,267
Loans to related parties**	-	-	122	119
Total non-current receivables	29,359	26,267	29,481	26,386

*Total deferred government superannuation contributions recognised in the income statement

The total income for the 2008 from deferred Government superannuation contributions recognised in the income statement is \$3,058,000 (2007: \$2,975,000) which is derived from the difference between current and prior year balances. A corresponding expense is also recognised (refer to note 13).

**The loan to related parties relates to a non-interest bearing loan to ECURL.

20 Receivables (continued)

Consolidated	
2008	2007
\$'000	\$'000

Reconciliation of changes in the provision for impaired receivables:

Balance at start of year	1,782	1,584
Impairment (reversal) / expense recognised in the income statement	(156)	500
Amounts written off during the year	(627)	(292)
Amounts recovered during the year	(124)	(10)
Balance at the end of the year	<u>875</u>	<u>1,782</u>

The creation and release of the provision for impaired receivables has been included in 'Other expenses' in the income statement. Amounts charged to the provision account are generally written off when there is no expectation of recovering additional cash.

The other classes within receivables do not contain impaired assets and are not past the due date. Based on the credit history of these other classes, it is expected that these amounts will be received when due for settlement.

Credit Risk

Ageing of trade receivables and student fees past due but not impaired based on information provided to senior management, at the balance sheet date:

Consolidated	
2008	2007
\$'000	\$'000

Not more than 3 months	459	334
More than 3 months but less than 6 months	<u>313</u>	<u>361</u>
	<u>772</u>	<u>695</u>

Consolidated	
2008	2007
\$'000	\$'000

Trade receivables and student fees individually determined as impaired at the balance sheet date:

Carrying amount, before deducting any impairment loss	922	2,045
Impairment loss	<u>(875)</u>	<u>(1,782)</u>
	<u>47</u>	<u>263</u>

21 Inventories

Consolidated		Parent	
2008	2007	2008	2007
\$'000	\$'000	\$'000	\$'000

Current

Trading stock
- at cost

<u>1,970</u>	<u>1,753</u>	<u>1,688</u>	<u>1,604</u>
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22 Derivative financial instruments

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Current assets				
Forward foreign exchange contracts - cash flow hedges	273	-	273	-
Total derivative financial instruments (asset)	<u>273</u>	<u>-</u>	<u>273</u>	<u>-</u>
Current liabilities				
Forward foreign exchange contracts - cash flow hedges	310	-	310	-
Total derivative financial instruments (liability)	<u>310</u>	<u>-</u>	<u>310</u>	<u>-</u>
Net derivative financial instruments	<u>(37)</u>	<u>-</u>	<u>(37)</u>	<u>-</u>

(a) Instruments used by the University

The University is party to derivative financial instruments in the normal course of business in order to hedge exposure to fluctuations in foreign exchange rates in accordance with the University's financial risk management policies (refer to note 46).

Forward exchange contracts - cash flow hedges

In order to protect against exchange rate movements, the University has entered into a forward exchange contract to purchase US dollars.

These contracts are hedging obligations for payments for the ensuing financial year. The contracts are timed to mature when payments for major shipments of component parts are scheduled to be made.

The portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised directly in equity. When the cash flows occur, the University adjusts the initial measurement of the component recognised in the balance sheets by the related amount deferred in equity.

(b) Interest rate and foreign exchange risk

For an analysis of the sensitivity of derivatives to interest rate and foreign exchange risk refer to note 46.

23 Other financial assets

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Current				
Held to maturity				
Term deposits	12,346	10,174	12,337	10,165
Total current other financial assets	<u>12,346</u>	<u>10,174</u>	<u>12,337</u>	<u>10,165</u>
Non-current				
Available for sale investments				
Investment in shares	960	832	960	832
Investment in managed funds	19,778	29,853	19,778	29,853
Total available for sale investments	<u>20,738</u>	<u>30,685</u>	<u>20,738</u>	<u>30,685</u>
Held to maturity				
Term deposits	-	7,004	-	7,004
Total held to maturity	<u>-</u>	<u>7,004</u>	<u>-</u>	<u>7,004</u>
Total non-current other financial assets	<u>20,738</u>	<u>37,689</u>	<u>20,738</u>	<u>37,689</u>

24 Non-current assets classified as held for sale

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Land				
Opening balance	10,590	-	10,590	-
Assets reclassified as held for sale	16,120	10,590	16,120	10,590
Additions	297	-	297	-
Sold during the year	(3,878)	-	(3,878)	-
Closing balance	<u>23,129</u>	<u>10,590</u>	<u>23,129</u>	<u>10,590</u>

The University is redeveloping the Churchlands campus into residential blocks to be developed and sold in 6 stages. The redevelopment of stages 1 to 3 has now been completed and all blocks are expected to be sold within the next 12 months. The undeveloped stages 4 to 6 are accounted for as property plant and equipment.

25 Other non-financial assets

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Current				
Accrued income	3,483	3,733	3,374	3,548
Advances and prepayments	2,407	1,735	2,345	1,691
Total current other non-financial assets	<u>5,890</u>	<u>5,468</u>	<u>5,719</u>	<u>5,239</u>

26 Property, plant and equipment

Consolidated	Work in progress \$'000	Land \$'000	Buildings \$'000	Works of art \$'000	Motor vehicles \$'000	Leasehold improvements \$'000	Other equipment and furniture \$'000	Library \$'000	Computing equipment \$'000	Total \$'000
At 1 January 2007										
- Cost	28,671	-	-	-	833	-	22,477	10,846	12,435	75,262
- Valuation	-	213,460	395,343	8,823	-	11,282	-	-	-	628,908
Accumulated depreciation	-	-	-	-	(642)	(11)	(15,442)	(2,616)	(10,638)	(29,349)
Net book amount	<u>28,671</u>	<u>213,460</u>	<u>395,343</u>	<u>8,823</u>	<u>191</u>	<u>11,271</u>	<u>7,035</u>	<u>8,230</u>	<u>1,797</u>	<u>674,821</u>
Year ended 31 December 2007										
Opening net book amount	28,671	213,460	395,343	8,823	191	11,271	7,035	8,230	1,797	674,821
Additions	50,232	-	-	206	40	-	2,364	-	1,354	54,196
Disposals	-	(25,774)	-	-	(288)	-	(1,186)	-	(1,886)	(29,134)
Accumulated depreciation on disposals	-	-	-	-	236	-	1,108	-	1,864	3,208
Write-offs during the year	-	-	-	-	-	-	(31)	(2,616)	(60)	(2,707)
Accumulated depreciation on write-offs	-	-	-	-	-	-	21	2,616	56	2,692
Classified as non-current assets held for sale	-	(10,590)	-	-	-	-	-	-	-	(10,590)
Depreciation	-	-	(10,189)	-	(48)	(616)	(2,816)	(2,510)	(940)	(17,119)
Transfers	(53,130)	11,980	38,003	-	(42)	163	176	2,983	(134)	-
Carrying amount at end of year	<u>25,773</u>	<u>189,076</u>	<u>423,157</u>	<u>9,029</u>	<u>89</u>	<u>10,818</u>	<u>6,671</u>	<u>8,703</u>	<u>2,051</u>	<u>675,367</u>
At 31 December 2007										
- Cost	25,773	-	-	-	361	-	24,761	11,213	10,930	73,038
- Valuation	-	189,076	433,346	9,029	-	11,446	-	-	-	642,897
Accumulated depreciation	-	-	(10,189)	-	(272)	(628)	(18,090)	(2,510)	(8,879)	(40,568)
Net book amount	<u>25,773</u>	<u>189,076</u>	<u>423,157</u>	<u>9,029</u>	<u>89</u>	<u>10,818</u>	<u>6,671</u>	<u>8,703</u>	<u>2,051</u>	<u>675,367</u>

26 Property, plant and equipment (continued)

Consolidated	Work in progress \$'000	Land \$'000	Buildings \$'000	Works of art \$'000	Motor vehicles \$'000	Leasehold improvements \$'000	Other equipment and furniture \$'000	Library \$'000	Computing equipment \$'000	Total \$'000
Year ended 31 December 2008										
Opening net book amount	25,773	189,076	423,157	9,029	89	10,818	6,671	8,703	2,051	675,367
Additions	52,744	-	-	260	120	5	4,127	-	1,890	59,146
Disposals	-	(2,132)	-	-	(75)	-	(705)	-	(1,335)	(4,247)
Accumulated depreciation on disposals	-	-	-	-	70	-	674	-	1,330	2,074
Write-offs during the year	-	-	(1,906)	(15)	-	-	(275)	(2,510)	(177)	(4,883)
Accumulated depreciation on write-offs	-	-	1,906	-	-	-	249	2,510	170	4,835
Revaluation increments/(decrements)	-	23,090	74,450	-	-	2,999	-	-	-	100,539
Classified as non-current assets held for sale	-	(16,120)	-	-	-	-	-	-	-	(16,120)
Depreciation	-	-	(9,194)	-	(42)	(767)	(2,753)	(3,068)	(1,278)	(17,102)
Transfers	(49,085)	5,416	39,509	-	-	542	-	3,618	-	-
Closing net book amount	<u>29,432</u>	<u>199,330</u>	<u>527,922</u>	<u>9,274</u>	<u>162</u>	<u>13,597</u>	<u>7,988</u>	<u>9,253</u>	<u>2,651</u>	<u>799,609</u>
At 31 December 2008										
- Cost	29,432	-	-	-	406	-	27,908	12,321	11,307	81,374
- Valuation	-	199,330	527,922	9,274	-	13,617	-	-	-	750,143
Accumulated depreciation	-	-	-	-	(244)	(20)	(19,920)	(3,068)	(8,656)	(31,908)
Net book amount	<u>29,432</u>	<u>199,330</u>	<u>527,922</u>	<u>9,274</u>	<u>162</u>	<u>13,597</u>	<u>7,988</u>	<u>9,253</u>	<u>2,651</u>	<u>799,609</u>

26 Property, plant and equipment (continued)

Parent	Work in progress \$'000	Land \$'000	Buildings \$'000	Works of art \$'000	Motor vehicles \$'000	Leasehold improvements \$'000	Other equipment and furniture \$'000	Library \$'000	Computing equipment \$'000	Total \$'000
At 1 January 2007										
- Cost	28,671	-	-	-	806	-	22,377	10,846	12,188	74,888
- Valuation	-	213,460	395,343	8,823	-	11,224	-	-	-	628,850
Accumulated depreciation	-	-	-	-	(620)	-	(15,378)	(2,616)	(10,454)	(29,068)
Net book amount	<u>28,671</u>	<u>213,460</u>	<u>395,343</u>	<u>8,823</u>	<u>186</u>	<u>11,224</u>	<u>6,999</u>	<u>8,230</u>	<u>1,734</u>	<u>674,670</u>
Year ended 31 December 2007										
Opening net book amount	28,671	213,460	395,343	8,823	186	11,224	6,999	8,230	1,734	674,670
Additions	50,232	-	-	206	38	-	2,363	-	1,349	54,188
Disposals	-	(25,774)	-	-	(288)	-	(1,180)	-	(1,845)	(29,087)
Accumulated depreciation on disposals	-	-	-	-	236	-	1,103	-	1,822	3,161
Write-off during the year	-	-	-	-	-	-	(31)	(2,616)	(60)	(2,707)
Accumulated depreciation on write-offs	-	-	-	-	-	-	21	2,616	56	2,693
Depreciation	-	-	(10,189)	-	(46)	(612)	(2,810)	(2,510)	(924)	(17,091)
Classified as non-current assets held for sale	-	(10,590)	-	-	-	-	-	-	-	(10,590)
Transfers	(53,130)	11,980	38,003	-	(42)	164	176	2,983	(134)	-
Carrying amount at end of year	<u>25,773</u>	<u>189,076</u>	<u>423,157</u>	<u>9,029</u>	<u>84</u>	<u>10,776</u>	<u>6,641</u>	<u>8,703</u>	<u>1,998</u>	<u>675,237</u>
At 31 December 2007										
- Cost	25,773	-	-	-	333	-	24,666	11,213	10,718	72,703
- Valuation	-	189,076	433,346	9,029	-	11,388	-	-	-	642,839
Accumulated depreciation	-	-	(10,189)	-	(249)	(612)	(18,025)	(2,510)	(8,720)	(40,305)
Net book amount	<u>25,773</u>	<u>189,076</u>	<u>423,157</u>	<u>9,029</u>	<u>84</u>	<u>10,776</u>	<u>6,641</u>	<u>8,703</u>	<u>1,998</u>	<u>675,237</u>

26 Property, plant and equipment (continued)

Parent	Work in progress \$'000	Land \$'000	Buildings \$'000	Works of art \$'000	Motor vehicles \$'000	Leasehold improvements \$'000	Other equipment and furniture \$'000	Library \$'000	Computing equipment \$'000	Total \$'000
Year ended 31 December 2008										
Opening net book amount	25,773	189,076	423,157	9,029	84	10,776	6,641	8,703	1,998	675,237
Additions	52,744	-	-	260	120	-	4,116	-	1,883	59,123
Disposals	-	(2,132)	-	-	(75)	-	(705)	-	(1,335)	(4,247)
Accumulated depreciation on disposals	-	-	-	-	70	-	674	-	1,330	2,074
Write-offs during the year	-	-	(1,906)	(15)	-	-	(273)	(2,510)	(87)	(4,791)
Accumulated depreciation on write-offs	-	-	1,906	-	-	-	248	2,510	87	4,751
Revaluation increments/(decrements)	-	23,090	74,450	-	-	2,999	-	-	-	100,539
Depreciation	-	-	(9,194)	-	(41)	(763)	(2,749)	(3,068)	(1,268)	(17,083)
Classified as non-current assets held for sale	-	(16,120)	-	-	-	-	-	-	-	(16,120)
Transfers	(49,085)	5,416	39,509	-	-	542	-	3,618	-	-
Carrying amount at end of year	<u>29,432</u>	<u>199,330</u>	<u>527,922</u>	<u>9,274</u>	<u>158</u>	<u>13,554</u>	<u>7,952</u>	<u>9,253</u>	<u>2,608</u>	<u>799,483</u>
At 31 December 2008										
- Cost	29,432	-	-	-	378	-	27,804	12,321	11,178	81,113
- Fair value	-	199,330	527,922	9,274	-	13,554	-	-	-	750,080
Accumulated depreciation	-	-	-	-	(220)	-	(19,852)	(3,068)	(8,570)	(31,710)
Net book amount	<u>29,432</u>	<u>199,330</u>	<u>527,922</u>	<u>9,274</u>	<u>158</u>	<u>13,554</u>	<u>7,952</u>	<u>9,253</u>	<u>2,608</u>	<u>799,483</u>

26 Property, plant and equipment (continued)

Valuations of land, buildings and works of art

Land, buildings and leasehold improvements were revalued as at 31 December 2008 by independent professional valuers. The fair value of all land has been determined by reference to recent market transactions and the fair value of buildings and leasehold improvements have been determined by reference to the cost of replacing the remaining future economic benefits, refer to note 3(m).

Works of art are heritage assets and have been valued on November 2006 by independent professional valuers, the fair value of works of art has been determined by reference to recent market transactions.

27 Investment property

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
At fair value				
Opening balance at 1 January	12,493	12,493	12,493	12,493
Gain on revaluation	1,750	-	1,750	-
Closing balance as at 31 December	<u>14,243</u>	<u>12,493</u>	<u>14,243</u>	<u>12,493</u>

(a) Amounts recognised in profit and loss for investment properties

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Fair value of investment property	1,750	-	1,750	-
Net rental income	917	925	917	925
Total recognised in the income statements	<u>2,667</u>	<u>925</u>	<u>2,667</u>	<u>925</u>

(b) Valuation basis

The basis of the valuation of investment properties is fair value being the amounts for which the properties could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar properties in the same location, condition and subject to similar leases. The 2008 revaluations were based on independent assessments made by a professional valuer.

(c) Leasing arrangements

The investment properties are leased to tenants under long-term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:				
Within one year	651	628	651	628
Later than one year but not later than 5 years	2,846	2,747	2,846	2,747
Later than 5 years	<u>1,581</u>	<u>2,331</u>	<u>1,581</u>	<u>2,331</u>
	<u>5,078</u>	<u>5,706</u>	<u>5,078</u>	<u>5,706</u>

28 Deferred tax assets and liabilities

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Deferred tax assets	<u>257</u>	<u>303</u>	<u>-</u>	<u>-</u>
Total deferred tax assets	<u>257</u>	<u>303</u>	<u>-</u>	<u>-</u>
The balance comprises temporary differences attributable to:				
<i>Amounts recognised in profit or loss</i>				
Doubtful debts	-	-	-	-
Employee benefits	78	57	-	-
Provision for employee on costs	24	25	-	-
Accrued expenses	24	21	-	-
Accounts payable	51	6	-	-
Customer deposits	14	53	-	-
Sundry other	4	12	-	-
Tax losses	<u>62</u>	<u>129</u>	<u>-</u>	<u>-</u>
	<u>257</u>	<u>303</u>	<u>-</u>	<u>-</u>
Deferred tax assets to be recovered within 12 months	129	106	-	-
Deferred tax assets to be recovered after more than 12 months	<u>128</u>	<u>197</u>	<u>-</u>	<u>-</u>
	<u>257</u>	<u>303</u>	<u>-</u>	<u>-</u>
Movements				
				Consolidated
				\$'000
At 1 January 2007				106
Charged to the income statements				<u>197</u>
At 31 December 2007				<u>303</u>
At 1 January 2008				303
Credited to the income statements				(94)
Charged directly to equity				<u>48</u>
At 31 December 2008				<u>257</u>

28 Deferred tax assets and liabilities (continued)

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Deferred tax liabilities				
Deferred tax liability	196	118	-	-
Total deferred tax liabilities	196	118	-	-

The balance comprises temporary differences attributable to:

Amounts recognised in operating result

Accounts receivable	142	74	-	-
Accrued income	37	57	-	-
Sundry other	9	14	-	-
EMDG income provision	-	(32)	-	-
Accelerated capital allowance	3	4	-	-
Depreciation	5	1	-	-
	196	118	-	-

Deferred tax liabilities to be settled within 12 months	-	-	-	-
Deferred tax liabilities to be settled after more than 12 months	196	118	-	-
	196	118	-	-

	Consolidated \$'000
Movements	
At 1 January 2007	28
Charged to the income statements	90
At 31 December 2007	118
At 1 January 2008	118
Charged to the income statements	42
Charged directly to equity	36
At 31 December 2008	196

29 Intangible assets

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Cost	7,224	7,149	7,149	7,149
Accumulated amortisation	(7,149)	(7,149)	(7,149)	(7,149)
Net book amount	<u>75</u>	<u>-</u>	<u>-</u>	<u>-</u>

30 Trade and other payables

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Current				
Trade payables	14,952	3,713	14,510	3,354
CGS liability to Australian Government	-	5,248	-	5,248
OS-HELP liability to Australian Government	(7)	3	(7)	3
Department of Education and Training*	340	-	-	-
GST Payable	432	1,049	358	830
Total current payables	<u>15,717</u>	<u>10,013</u>	<u>14,861</u>	<u>9,435</u>
Non-current				
Department of Education and Training*	171	427	-	-
Total non-current payables	<u>171</u>	<u>427</u>	<u>-</u>	<u>-</u>

The fair value of trade and other payables is equal to their carrying value.

Foreign currency risk

The carrying amounts of the consolidated entity's trade and other payables are denominated in the following currencies:

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Australian Dollars	15,491	10,223	14,542	9,432
GB Pounds	62	191	-	-
NZ Dollar	2	3	-	-
US Dollar	333	23	319	3
	<u>15,888</u>	<u>10,440</u>	<u>14,861</u>	<u>9,435</u>

For an analysis of the sensitivity of trade and other payables to foreign currency risk refer to note 46.

31 Borrowings

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Current - unsecured				
WA Treasury Corporation	6,777	10,187	6,777	10,187
Total current borrowings	6,777	10,187	6,777	10,187
Non-current- unsecured				
WA Treasury Corporation	63,488	61,102	63,488	61,102
Total non-current borrowings	63,488	61,102	63,488	61,102

(a) Financing arrangements

Unrestricted access was available at balance date to the following lines of credit:

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Credit standby arrangements				
Total facilities				
WA Treasury Corporation	70,265	81,639	70,265	81,639
Bank facilities	19,250	19,250	19,250	19,250
Total facilities	89,515	100,889	89,515	100,889
Used at balance date				
WA Treasury Corporation	70,265	71,289	70,265	71,289
Bank facility	1,282	445	1,282	445
Total used at balance date	71,547	71,734	71,547	71,734
Unused at balance date				
WA Treasury Corporation	-	10,350	-	10,350
Unsecured bill acceptance facility	17,968	18,805	17,968	18,805
Total unused at balance date	17,968	29,155	17,968	29,155

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Bank loan facilities				
Total facilities	89,515	100,889	89,515	100,889
Used at balance date	71,547	71,734	71,547	71,734
Unused at balance date	17,968	29,155	17,968	29,155

The WATC Loan facility is fully drawn as at the balance sheet date.

The current interest rates on loans from WATC range between 5.83% and 7.30% (2007: 5.83% and 7.30%).

Used bank facilities of \$1.282m (2007 - \$0.445m) represent credit card balances outstanding as at year end which are included in trade payables.

31 Borrowings (continued)**(b) Fair value**

The carrying amounts and fair values of borrowings at balance date are:

Consolidated	2008		2007	
	Carrying amount \$'000	Fair value \$'000	Carrying amount \$'000	Fair value \$'000
On-balance sheet*				
<i>Non-traded financial liabilities</i>				
WA Treasury Corporation	<u>70,265</u>	<u>70,265</u>	<u>71,289</u>	<u>71,289</u>
	<u>70,265</u>	<u>70,265</u>	<u>71,289</u>	<u>71,289</u>
Parent	2008		2007	
	Carrying amount \$'000	Fair value \$'000	Carrying amount \$'000	Fair value \$'000
On-balance sheet*				
<i>Non-traded financial liabilities</i>				
WA Treasury Corporation	<u>70,265</u>	<u>70,265</u>	<u>71,289</u>	<u>71,289</u>
	<u>70,265</u>	<u>70,265</u>	<u>71,289</u>	<u>71,289</u>

*The fair value of current borrowings equals their carrying amount, as the impact of discounting is not significant.

(c) Risk exposures

The exposure of the consolidated entity's borrowings to interest rate changes and the contractual repricing dates at the balance dates are as follows:

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
6 months or less	5,874	93	5,874	93
6 - 12 months	903	10,094	903	10,094
1 - 5 years	63,071	20,814	63,071	20,814
Over 5 years	<u>417</u>	<u>40,288</u>	<u>417</u>	<u>40,288</u>
	<u>70,265</u>	<u>71,289</u>	<u>70,265</u>	<u>71,289</u>
These borrowings are classified as follows:				
Current borrowings	6,777	10,187	6,777	10,187
Non-current borrowings	<u>63,488</u>	<u>61,102</u>	<u>63,488</u>	<u>61,102</u>
	<u>70,265</u>	<u>71,289</u>	<u>70,265</u>	<u>71,289</u>

The carrying amounts of the consolidated entity's borrowings are denominated in Australian Dollars.

For an analysis of the sensitivity of borrowings to interest rate risk refer to note 46.

32 Provisions

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Current provisions expected to be settled within 12 months				
Employee benefits				
Annual leave (AL)	2,164	1,909	1,999	1,791
Long service leave (LSL)	1,353	1,291	1,353	1,291
Deferred government benefits for superannuation	3,516	3,550	3,516	3,550
Time off in lieu (TOIL)	83	75	83	75
Staff bonuses	894	635	894	635
Superannuation attributable to LSL, AL and TOIL	2,248	2,118	2,248	2,118
Provision for Income Tax	(7)	29	-	-
Employment on-costs	942	888	942	888
Subtotal	<u>11,193</u>	<u>10,495</u>	<u>11,035</u>	<u>10,348</u>
Current provisions expected to be settled after more than 12 months*				
Employee benefits				
Annual Leave**	1,477	1,373	1,477	1,373
Long service leave***	8,637	8,236	8,637	8,236
Subtotal	<u>10,114</u>	<u>9,609</u>	<u>10,114</u>	<u>9,609</u>
Total current provisions	<u>21,307</u>	<u>20,104</u>	<u>21,149</u>	<u>19,957</u>
Non-current				
Employee benefits				
Long service leave (LSL)	4,145	4,038	4,051	3,963
Deferred government benefits for superannuation	29,359	26,267	29,359	26,267
Provision for deferred salary	362	245	362	245
Superannuation attributable to LSL	673	656	673	656
Employment on-costs	282	276	282	276
Total non-current provisions	<u>34,821</u>	<u>31,482</u>	<u>34,727</u>	<u>31,407</u>

*Current provisions expected to be settled after more than 12 months represents a current obligation of the University, however it is the view of the management that they are expected to be settled after more than 12 months.

**Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date.

*** Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after balance sheet date.

The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation premiums and payroll tax. The provision is measured at the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is included at note 17.

32 Provisions (continued)

(a) Movements in provisions

Movements in provision during the financial year, other than employee benefits, are set out below:

	Employment on costs \$'000
Consolidated - 2008	
Current	
Carrying amount at start of year	888
Additional provisions recognised	54
Carrying amount at end of year	<u>942</u>
Non-current	
Carrying amount at start of year	276
Additional provisions recognised	6
Carrying amount at end of year	<u>282</u>

33 Other current liabilities

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Fees received in advance	8,774	5,663	8,313	5,408
Financial assistance received in advance	4,707	3,652	4,707	3,652
Accrued expenses	8,351	11,381	8,186	11,215
Total other current liabilities	<u>21,832</u>	<u>20,696</u>	<u>21,206</u>	<u>20,275</u>

34 Reserves and retained surplus

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
(a) Reserves				
Property plant and equipment revaluation reserve	425,468	327,133	425,468	327,133
Investments revaluation reserve	(401)	388	(401)	388
Hedging reserve - cash flow hedges	(37)	-	(37)	-
Foreign currency translation reserve	(35)	17	-	-
	<u>424,995</u>	<u>327,538</u>	<u>425,030</u>	<u>327,521</u>

34 Reserves and retained surplus (continued)

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Movements:				
<i>Property, plant and equipment reserves</i>				
Balance 1 January	327,133	333,072	327,133	333,072
Revaluation - gross	100,539	-	100,539	-
Transfers to retained surplus and investments revaluation reserve	(2,204)	(5,939)	(2,204)	(5,939)
Balance 31 December	<u>425,468</u>	<u>327,133</u>	<u>425,468</u>	<u>327,133</u>
<i>Investments revaluation reserve</i>				
Balance 1 January	388	-	388	-
Loss on revaluation	(11,410)	(192)	(11,410)	(192)
Impairments	10,621	-	10,621	-
Transfers from property, plant and equipment reserve	-	580	-	580
Balance 31 December	<u>(401)</u>	<u>388</u>	<u>(401)</u>	<u>388</u>
<i>Hedging reserve - cash flow hedges</i>				
Balance 1 January	-	-	-	-
Revaluation - gross	(37)	-	(37)	-
Balance 31 December	<u>(37)</u>	<u>-</u>	<u>(37)</u>	<u>-</u>
<i>Foreign currency translation reserve</i>				
Balance 1 January	17	19	-	-
Currency translation differences arising during the year	(52)	(2)	-	-
Balance 31 December	<u>(35)</u>	<u>17</u>	<u>-</u>	<u>-</u>

(b) Retained surplus

Movements in retained surplus were as follows:

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Retained surplus at the beginning of the year	323,567	297,883	322,811	297,359
Operating result for the period	22,112	20,325	21,654	20,093
Transfer from property, plant and equipment reserve*	2,204	5,359	2,204	5,359
Retained surplus at 31 December	<u>347,883</u>	<u>323,567</u>	<u>346,669</u>	<u>322,811</u>

*Transfer from revaluation reserve of \$2,204,000 (2007: \$5,939,000) represents realisation of revaluation surplus on assets retired.

(c) Nature and purpose of reserves

(i) Property, plant and equipment reserve

The property, plant and equipment revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in note 3(m).

34 Reserves and retained surplus (continued)

(ii) Investments revaluation reserve

Changes in the fair value and exchange differences arising on revaluation of investments, such as equities, classified as available-for-sale financial assets, are taken to the investments revaluation reserve, as described in note 3(l). Amounts are recognised in profit and loss when the associated assets are sold or impaired.

(iii) Hedging reserve - cash flow hedges

The hedging reserve is used to record gains or losses on a hedging instrument in a cash flow hedge that are recognised directly in equity, as described in note 3(u). Amounts are recognised in profit and loss when the associated hedged transaction affects profit and loss.

(iv) Foreign currency translation reserve

Exchange differences arising on translation of the foreign controlled branches of the University's subsidiary are taken to the foreign currency translation reserve, as described in note 3(u).

35 Restricted cash

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Restricted cash				
ECU Foundation	<u>5,488</u>	<u>4,448</u>	<u>5,488</u>	<u>4,448</u>

The purpose of the ECU Foundation is to hold funds received from external sources. These funds are appropriated for a variety of educational and research purposes ranging from scholarships, research, prizes and special lecture programs. The Foundation was established to aid and promote excellence in educational and research activities by seeking, receiving and administering private gifts for the benefit of the University and its community.

36 Remuneration of members of the accountable authority and senior officers

Remuneration of members of the accountable authority

For the purposes of the Financial Management Act the University Council is the accountable authority of the University.

The number of members of the accountable authority, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

	Consolidated		Parent	
	2008	2007	2008	2007
Nil to \$10,000	17	18	17	18
\$10,001 to \$20,000	-	1	-	1
\$80,001 to \$90,000	-	1	-	1
\$90,001 to \$100,000	-	1	-	1
\$100,001 to \$110,000	2	1	2	1
\$190,001 to \$200,000	-	1	-	1
\$210,001 to \$220,000	-	1	-	1
\$240,001 to \$250,000	1	-	1	-
\$460,001 to \$470,000	-	1	-	1
\$480,001 to \$490,000	1	-	1	-
The total aggregate remuneration of members of the accountable authority ('000)	\$ 958	\$ 1,188	\$ 958	\$ 1,188

Council members include University employees who may be ex-officio members or elected staff members. No council member has received any remuneration in his/her capacity as a council member. 16 members of the accountable authority receive no remuneration, fees, superannuation or benefits.

The total remuneration includes the superannuation expense incurred by the University in respect of members of the accountable authority.

No members of the accountable authority are members of the pension scheme.

Remuneration of senior officers

The number of senior officers, other than senior officers reported as members of the accountable authority, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$10,001 to \$20,000	-	1	-	1
\$140,001 to \$150,000	-	1	-	1
\$210,001 to \$220,000	1	-	1	-
\$220,001 to \$230,000	-	1	-	1
\$230,001 to \$240,000	1	-	1	-
\$250,001 to \$260,000	1	1	1	1
\$260,001 to \$270,000	1	1	1	1
\$270,001 to \$280,000	2	-	2	-
\$290,001 to \$300,000	-	2	-	2
\$310,001 to \$320,000	1	-	1	-
The total aggregate remuneration of senior officers ('000)	\$ 1,845	\$ 1,507	\$ 1,845	\$ 1,507

The superannuation included here represents the superannuation expense incurred by the University in respect of senior officers other than senior officers reported as members of the accountable authority.

2 senior officers are members of the pension scheme.

37 Remuneration of auditors

Remuneration to the Auditor General for the financial year is as follows:

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Assurance services				
<i>Audit services</i>				
Office of the Auditor General (OAG)				
Auditing the accounts, financial statements and performance indicators	242	229	198	192
Non-OAG audit firms for the audit or review of financial reports of any entity in the Group	49	29	-	-
Total remuneration for audit services	<u>291</u>	<u>258</u>	<u>198</u>	<u>192</u>

38 Contingencies

Contingent liabilities

In addition to the liabilities incorporated in the financial statements, the University has the following contingent liabilities:

Native title claims

Native title claims have been made on the University land for which judgement was handed down on 19 September 2006. It was held that Native Title exists in the area which was the subject of the claim. The existence of these Native Title rights is currently being appealed.

Contaminated sites

During 2007, ECU reported one known contaminated site and one suspected contaminated sites to DEC. The known contaminated site, on Mt Lawley campus, was classified by DEC as a contaminated site requiring remediation. The other suspected site, on Churchlands campus, is yet to be classified. ECU has subsequently submitted an appeal to the classification for the Mt Lawley contaminated site noting that:

- The entire site is not contaminated.
- Remedial works to enable construction of Student Accommodation are proceeding.
- Investigations indicate that contaminated areas of the site will require management rather than remediation.

ECU is currently unable to assess the likely outcome of the classification process of the suspected Churchlands campus contaminated site, and accordingly, it is not practical to estimate the financial effect or to identify the uncertainties relating to the amount or timing of outflows.

Workers compensation claims

The University may have some potential liability towards workers compensation claims. The process of defending the claims are still at an early stage, however the claims are not material and sufficient insurance is in place to cover the potential liability against these claims.

39 Commitments

(a) Capital expenditure commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, including amounts for infrastructure, are payable as follows:

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<i>Property, plant and equipment</i>				
Within one year	<u>7,772</u>	14,697	<u>7,772</u>	14,697
	<u>7,772</u>	14,697	<u>7,772</u>	14,697

(b) Lease commitments : The Group as lessee

(i) Operating leases

Commitments in relation to leases contracted for at the balance sheet date but not recognised in the financial statements as liabilities, are payable as follows:

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Within one year	544	465	304	398
Later than one year but not later than five years	774	384	189	148
Later than five years	109	154	-	-
	<u>1,427</u>	1,003	<u>493</u>	546
Representing:				
Cancellable operating lease	<u>1,427</u>	1,003	<u>493</u>	546

(c) Other expenditure commitments

Commitments in relation to purchase orders in existence at the balance sheet date, but not recognised as liabilities, are payable as follows:

	Consolidated		Parent	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Within 1 year	<u>8,117</u>	5,919	<u>8,117</u>	5,919

40 Related parties

Subsidiaries

The University had one related party during the financial year. Interests in subsidiaries are set out in note 41.

Loans to related parties

	Consolidated		Parent	
	2008	2007	2008	2007
	\$	\$	\$	\$
<i>Loans to subsidiaries</i>				
Beginning of the year	-	-	119	111
Fair value adjustment for loan advanced	-	-	3	8
End of year	<u>-</u>	<u>-</u>	<u>122</u>	<u>119</u>

The fair values are based on cash flows discounted using the Reserve Bank of Australia's indicative mid rates of selected Commonwealth Government securities which was 2.875% as at 31 December 2008 (2007: 6.84%).

No provisions for doubtful debts have been raised in relation to any outstanding balances, and no expense has been recognised in respect of impaired receivables due from related parties.

41 Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiary in accordance with the accounting policy described in note 3(b):

Name of entity	Country of incorporation	Class of shares	Equity holding	
			2008	2007
E.C.U. Resources for Learning Ltd (ECURL)*	Australia	Australian public company limited by guarantee	100%	100%

*The principal activity of the business is to develop and deliver professional development resources for teaching professions.

The address of ECURL is 234 Great Eastern Highway, Ascot. WA 6104.

42 Events occurring after the balance sheet date

No events have occurred since balance sheet date that are likely to have a material impact on the financial statements or notes of the consolidated entity.

43 Reconciliation of operating result after income tax to net cash flows from operating activities

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Operating result for the period	22,112	20,325	21,654	20,093
Non-cash items:				
Depreciation and amortisation expense	17,102	19,953	17,083	19,925
Revaluation of investment property	(1,750)	-	(1,750)	-
Doubtful debts and bad debts written off	(105)	503	(107)	500
Profit on sale of assets	(1,709)	(10,700)	(1,709)	(10,701)
Net loss on asset write-offs	80	29	72	29
Profit on sale of investments	(1,584)	-	(1,584)	-
Impairment of investments	10,621	-	10,621	-
Subtotal	44,767	30,110	44,280	29,846
Change in assets and liabilities				
Decrease in accounts receivable	1,129	(214)	933	332
(Increase) / decrease in tax assets	46	(200)	-	-
(Increase) / decrease in inventories	(249)	243	(116)	219
Increase / (decrease) in accounts payable	5,682	(12,313)	5,455	(12,759)
Increase / (decrease) in tax liabilities	78	92	-	-
Increase/(decrease) in provisions	4,542	(1,391)	4,512	(1,375)
Subtotal of change in operating assets and liabilities, net of effects from purchases and sale of discontinued operation	11,228	(13,783)	10,784	(13,583)
Net cash provided by operating activities	55,995	16,327	55,064	16,263

44 Non-cash financing and investing activities

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Proceeds accrued from sale of property, plant and equipment	2,153	2,920	2,153	2,920

During the financial year, there were sales of Churchlands property that has been sold but not yet settled and therefore not reflected in the cash flow statement.

45 Explanatory statement

This statement provides details of any significant variations between estimates and actual results for 2008 and between the actual results for 2007 and 2008. Significant variations are considered to be those greater than 10%.

Significant variances between actual and prior year actual revenues and expenditures

Category	Ref:	Parent		Variance	%
		2008 Actual \$'000	2007 Actual \$'000		
Revenue					
Australian Government grants	1	129,801	111,728	18,073	16
FEE-HELP	2	4,170	5,950	(1,780)	(30)
HECS-HELP - Student payments	3	8,668	7,185	1,483	21
Investment revenue	4	3,997	2,631	1,366	52
Royalties	5	5,211	3,930	1,281	33
Consultancy and contracts	6	5,883	5,158	725	14
Other revenue	7	4,764	3,345	1,419	42
Gains on disposals of assets	8	3,293	10,701	(7,408)	(69)
Other investment income	9	6,238	1,207	5,031	417
Other income	10	388	66	322	488
Expenses					
Depreciation and amortisation	11	17,083	19,925	(2,842)	(14)
Repairs and maintenance	12	7,113	6,122	991	16
Finance costs	13	4,288	2,105	2,183	104
Investment losses	14	10,621	-	10,621	

Ref:	Commentary
1	The increase in Australian Government grants is due to increases in the DEEWR Capital and Development Pool grants (\$12m) as well as an increase in the DEEWR Operating Grant (\$6m).
2	The reduction in FEE HELP income is as a result of a decrease in fee paying domestic Equivalent Full Time Student Load (EFTSL).
3	The increase in HECS HELP student payments relates to an increased student load in commonwealth funded students.
4	The increase in investment revenue relates to higher than expected returns from bank bills and distributions received as a result of rising interest rates during 2008.
5	The increase in royalties relates to additional license fees from Perth Institute of Business and Technology (PIBT).
6	The increase in consultancy and contracts relates to an increase in Non Government Research income from industry.
7	The increase in other revenue relates to commissions, trade discounts and other recoveries and rebates received.
8	The reduction in gains on disposal of assets is due to fewer land sales relating to the Churchlands development project.
9	The increase in other investment income relates to higher than expected returns from managed funds and a net gain on the revaluation of the University investment properties.
10	The increase in other income relates to insurance claims received for land and buildings and Bad debts recovered.
11	The decrease in depreciation and amortisation is due to intangible items that were fully amortised in 2007 and the timing of when the new buildings were practically completed.
12	The increase in repairs and maintenance is due to higher maintenance of computer equipment (contracts), and maintenance of building signs.
13	The finance costs increase is due to interest expenditure from further draw downs of the Western Australia Treasury Corporation (WATC) loan for the campus consolidation project, and less borrowing costs capitalised for the construction of any qualifying asset during the year.
14	Impairment of assets increased due to the impairment of a managed fund. The \$10,621k includes capital income distributions of \$1.4m which was received as part of the winding up of the fund.

45 Explanatory statement (continued)

Significant variances between actual and estimate results for the financial year

Category	Ref:	Parent		Variance \$'000	%
		2008 Actual \$'000	2008 Estimate \$'000		
Revenue					
Royalties	1	5,211	4,455	756	17
Consultancy and contracts	2	5,883	4,290	1,593	37
Other revenue	3	4,764	3,141	1,623	52
Gains on disposal of assets	4	3,293	6,661	(3,368)	(51)
Other investment income	5	6,238	925	5,313	574
Other income	6	388	29	359	1,238
Deferred government superannuation contributions	7	3,058	-	3,058	
Expenses					
Repairs and maintenance	8	7,113	5,215	1,898	36
Finance costs	9	4,288	5,061	(773)	(15)
Impairment losses	10	10,621	-	10,621	
Deferred Employee Benefits for Superannuation	11	3,058	-	3,058	

Ref:	Commentary
1	The increase in royalties to budget relates to additional license fees from Perth Institute of Business and Technology (PIBT).
2	The increase in consultancy and contracts to budget relates to Non Government Research income from industry.
3	The increase in other revenue to budget relates to higher recoveries, rebates and trading discounts received.
4	The decrease in gains on disposal of assets to budget is due to slower land sales relating to the Churchlands development.
5	The increase in other investment revenue relates to higher distributions from investments and the gain on the revaluation of investment properties.
6	The increase in other income to budget relates to additional insurance claims received for land and buildings and recoveries of bad debts.
7	Deferred employee benefits relate to the net movement in the underlying superannuation assets for defined benefits. Note this is offset by a corresponding change in the underlying liability (refer to note 11).
8	The increase in repairs and maintenance to budget relates to additional maintenance of computer and other operational equipment.
9	The decrease in finance costs relates to the slower than budget draw down of campus consolidation loan.
10	The impairment losses relates to the capital funding portfolio.
11	Refer to note 7.

46 Financial risk management

The consolidated entity is exposed to the following financial risks as a result of its activities:

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Cash and cash equivalents	18,656	11,792	16,873	10,790
Trade and other receivables	7,436	9,788	6,859	9,071
Derivative financial instruments	273	-	273	-
Available-for-sale financial assets	20,738	30,685	20,738	30,685
Held-to-maturity investments	12,346	17,178	12,337	17,169
	<u>59,449</u>	<u>69,443</u>	<u>57,080</u>	<u>67,715</u>
Financial liabilities				
Trade and other payable	15,888	10,440	14,861	9,435
Borrowings	70,265	71,289	70,265	71,289
Derivative financial instruments	310	-	310	-
	<u>86,463</u>	<u>81,729</u>	<u>85,436</u>	<u>80,724</u>

(a) Market risk

(i) Foreign exchange and interest risk

The University does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes). The University's exposure to market risk for changes in interest rates relates primarily to the long-term debt obligations. The University's borrowings are all obtained through the Western Australian Treasury Corporation (WATC) and are at fixed rates with varying maturities. The risk is managed by WATC through portfolio diversification and variation in maturity dates. Other than as detailed in the interest rate sensitivity analysis table below, the University has limited exposure to interest rate risk because it has no borrowings other than the WATC borrowings.

(ii) Price risk

The University investment portfolios are exposed to fluctuations in the prices of equity securities. The University's investment policy provides strategies for minimisation of price risk with the diversification of that risk through a number of investment managers and regular independent expert monitoring to ensure that there is no concentration of risk in any one area.

46 Financial risk management (continued)

(iii) Summarised sensitivity analysis

The following table summarises the sensitivity of the University's financial assets and financial liabilities to interest rate risk, foreign exchange risk and other price risk.

Consolidated 31 December 2008	Carrying amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk			
		-1%		+1%		-10%		+10%		-10%		+10%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets													
Cash and cash equivalents	18,656	(187)	(187)	187	187	(63)	(63)	63	63	-	-	-	-
Accounts receivable	7,436	-	-	-	-	(76)	(76)	76	76	-	-	-	-
AFS investments	20,738	-	-	-	-	-	-	-	-	(2,074)	(2,074)	2,074	2,074
Held to maturity investments	12,346	(123)	(123)	123	123	-	-	-	-	-	-	-	-
Derivatives - cash flow hedges	273	-	-	-	-	(27)	(27)	27	27	-	-	-	-
Sub Total		(310)	(310)	310	310	(166)	(166)	166	166	(2,074)	(2,074)	2,074	2,074
Financial liabilities													
Derivatives - cash flow hedges	310	-	-	-	-	-	-	-	-	-	-	-	-
Trade payables	15,888	-	-	-	-	(40)	(40)	40	40	-	-	-	-
Borrowings	70,265	(15)	(15)	15	15	-	-	-	-	-	-	-	-
Sub Total		(15)	(15)	15	15	(40)	(40)	40	40	-	-	-	-
Total increase/ (decrease)		(325)	(325)	325	325	(206)	(206)	206	206	(2,074)	(2,074)	2,074	2,074
Consolidated 31 December 2007	Carrying amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk			
		-1%		+1%		-10%		+10%		-10%		+10%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets													
Cash and cash equivalents	11,792	(118)	(118)	118	118	(79)	(79)	79	79	-	-	-	-
Accounts receivable	9,788	-	-	-	-	(51)	(51)	51	51	-	-	-	-
AFS investments	30,685	-	-	-	-	-	-	-	-	(3,069)	(3,069)	3,069	3,069
Held to maturity investments	17,178	(172)	(172)	172	172	-	-	-	-	-	-	-	-
Sub Total		(290)	(290)	290	290	(130)	(130)	130	130	(3,069)	(3,069)	3,069	3,069
Financial liabilities													
Trade payables	10,440	-	-	-	-	(22)	(22)	22	22	-	-	-	-
Borrowings	71,289	(16)	(16)	16	16	-	-	-	-	-	-	-	-
Sub Total		(16)	(16)	16	16	(22)	(22)	22	22	-	-	-	-
Total increase/ (decrease)		(306)	(306)	306	306	(152)	(152)	152	152	(3,069)	(3,069)	3,069	3,069

(b) Credit risk

Credit risk arises when there is the possibility of the University's receivables defaulting on their contractual obligations resulting in financial loss to the University. The University measures credit risk on a fair value basis and monitors risk on a regular basis.

The maximum exposure to credit risk at balance sheet date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The University trades only with recognised, credit worthy third parties. In addition, receivable balances are monitored on an ongoing basis with the result that the University's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Provision for impairment of financial assets is calculated based on past experience, and current and expected changes in client credit ratings. For financial assets that are either past due or impaired, refer to note 20.

46 Financial risk management (continued)

(c) Liquidity risk

The University is exposed to liquidity risk through its trading in the normal course of business. Liquidity risk arises when the University is unable to meet its financial obligations as they fall due.

The University's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans and finance leases. The University has appropriate procedures to manage cash flows by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

The tables below analyse the University's financial assets and liabilities based on the remaining period at the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

Consolidated - At 31 December 2008	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	18,656	-	-	-	18,656
Trade and other receivables	7,436	-	-	-	7,436
Derivative financial instruments	273	-	-	-	273
Available for sale financial assets	-	-	-	20,738	20,738
Held to maturity investments	12,346	-	-	-	12,346
Financial liabilities					
Trade and other payables	15,717	171	-	-	15,888
Borrowings	6,777	5,899	57,172	417	70,265
Derivative financial liabilities	310	-	-	-	310
Consolidated - At 31 December 2007	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	11,792	-	-	-	11,792
Trade and other receivables	9,788	-	-	-	9,788
Available for sale financial assets	-	-	-	30,685	30,685
Held to maturity investments	17,178	-	-	-	17,178
Financial liabilities					
Trade and other payables	10,013	256	171	-	10,440
Borrowings	10,187	5,193	15,621	40,288	71,289

The following are the average interest rates for the above financial assets and liabilities as at 31 December 2008:

Financial assets

1. Cash and cash equivalents - 5.23 % p.a (2007: 7.09 %)
2. Trade and other receivables - Non interest bearing financial asset
3. Available for sale financial assets - Non interest bearing financial asset
4. Held to maturity investments - 8.77 % p.a (2007: 7.75 %)

Financial liability

1. Trade and other payable - Non interest bearing financial liability
2. Borrowings - 6.62 % p.a (2007: 6.62 %)

The University's derivative financial instruments will be settled on a gross basis within the next 12 months.

46 Financial risk management (continued)

(d) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the University is the current bid price.

The fair value of forward exchange contracts is determined using forward exchange market rates at the balance sheet date.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

47 Supplementary financial information

	Consolidated		Parent	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Total write-offs as approved by the accountable authority during the financial year				
Receivables written off against provision*	627	301	627	301
Receivables directly written off to the income statement	51	-	49	-
Property plant and equipment	48	17	40	14
Inventory	32	15	32	15
Total write-offs	758	333	748	330

* The vast majority of the receivables write-offs are relating to international student debts incurred in 2007 and before which has been identified as irrecoverable.

48 Superannuation

(a) Unisuper Limited

Defined Benefit Division (DBD) / Investment Choice (ICP)

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary, Russell Employee Benefits, using the actuarial demographic assumptions outlined in their report dated 13 July 2006 on the actuarial investigation of the DBD as at 31 December 2005. The financial assumptions used were:

	<i>Vested benefits</i>	<i>Accrued benefits</i>
Gross of tax investment return	7.25% p.a	8.50% p.a
Net of tax investment return	6.75% p.a	8.00% p.a
Consumer price index	2.75% p.a	2.75% p.a
Inflationary salary increases long term	3.75% p.a	3.75% p.a
Inflationary salary increases next 3 years	5.00% p.a	5.00% p.a
(Additional promotional salary increases are assumed to apply based on past experience).		

Assets have been included at their net market value, i.e. allowing for realisation of costs.

(b) Government Employees Superannuation Board

Unfunded Pension and Unfunded Gold State (Lump sum) Schemes

The University has in its staffing profile a number of employees who are members of the Government Employees Superannuation Board (GESB) Scheme. As the Employer, the University is required to contribute to the scheme as employees are paid a pension or lump sum pay out. Consequently, an unfunded liability has been created. The Commonwealth Government is committed to reimbursing the University for payments actually made to the scheme for these emerging costs.

Pension Scheme

Pension Scheme members receive pension benefits on retirement, death or invalidity. The Fund Share of the pension benefit, which is based on the member's contributions plus investment earnings, may be commuted to a lump sum benefit. The employers do not bear the cost associated with indexation of any pension arising from the Fund Share. The State Share of the pension benefit, which is fully employer-financed, cannot be commuted to a lump sum benefit.

Gold State Super (transferred benefits)

Some former Pension Scheme members have transferred to Gold State Super. In respect of their transferred benefit the members receive a lump sum benefit at retirement, death or invalidity which is related to their salary during their employment and indexed during any deferral period after leaving public sector employment.

Reconciliation of the assets and liabilities recognised in the balance sheet

	Pension Scheme		Gold State Super	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Defined benefit obligation	31,777	28,509	1,098	1,308
(+) Fair value of assets	-	-	-	-
Deficit/(surplus)	31,777	28,509	1,098	1,308
(-) Unrecognised past service cost	-	-	-	-
(-) Unrecognised net (gain)/loss	-	-	-	-
Liability/(asset)	31,777	28,509	1,098	1,308

48 Superannuation (continued)

Reconciliation of the present value of the defined benefit obligation

	Pension Scheme		Gold State Super	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the year	28,509	30,742	1,308	2,050
Current service cost	-	14	-	-
Interest cost	1,641	1,750	75	115
Contributions by plan participants	-	-	-	-
Actuarial (gains) and losses	4,683	(1,128)	173	16
Benefits paid	(3,056)	(2,869)	(458)	(873)
Past service cost	-	-	-	-
Balance at the end of the year	31,777	28,509	1,098	1,308

These defined benefit obligations are wholly unfunded, such that there are no Assets. The employer contributes, as required, to meet the benefits paid.

	Pension Scheme		Gold State Super	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<i>Reconciliation of the fair value of plan assets:</i>				
Balance at the beginning of the year	-	-	-	-
Expected return on plan assets	-	-	-	-
Actuarial gains and (losses)	-	-	-	-
Contributions by employers	3,056	2,869	458	873
Contributions by plan participants	-	-	-	-
Benefits paid	(3,056)	(2,869)	(458)	(873)
Balance at the end of the year	-	-	-	-

	Pension Scheme		Gold State Super	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<i>Superannuation expense/(income) recognised in the income statement</i>				
Current service cost	-	14	-	-
Interest cost	1,641	1,750	75	115
Expected return on plan assets	-	-	-	-
Net actuarial losses (gains) recognised in year	4,683	(1,128)	173	16
Total included in employee related expenses (note 13)	6,324	636	248	131

48 Superannuation (continued)

Scheme Assets

There are no assets in the pension scheme or Gold State Super for current employees to support the transferred benefits. Hence, there is

- No fair value of Scheme assets;
- No asset allocation of Scheme assets;
- No assets used by the employer;
- No expected return of Scheme assets;
- No actual return on Scheme assets.

The principal actuarial assumptions used were as follows:

	Pension Scheme		Gold State Super	
	2008	2007	2008	2007
Discount rate (active members)	4.63%	6.08%	4.63%	6.08%
Discount rate (pensioners)	4.63%	6.08%	4.63%	6.08%
Expected salary increase rates	4.50%	4.50%	4.50%	4.50%
Expected pension increase rates	2.50%	2.50%	2.50%	2.50%

The discount rate is based on the 10 year Government bond rate at the relevant date. The decrement rates used (e.g. mortality and retirement rates) are based on those used at the last actuarial valuation for the Schemes.

(c) Historic summary

	2008 \$'000	2007 \$'000	2006 \$'000
Present value of defined benefit plan obligation - pension scheme	31,777	28,509	30,742
Fair value of scheme assets - pension scheme	-	-	-
Present value of defined benefit plan obligation- gold state super	1,098	1,308	2,050
Fair value of scheme assets - gold state super	-	-	-
(Surplus) / deficit in scheme	<u>32,875</u>	<u>29,817</u>	<u>32,792</u>
Experience adjustments loss- scheme assets - pension scheme	-	-	-
Experience adjustments loss- scheme liabilities - pension scheme	2,541	790	874
Experience adjustments loss- scheme liabilities - gold state super	63	53	223

The experience adjustment for Scheme liabilities represents the actuarial loss due to a change in the liabilities arising from the Scheme's experience (e.g. membership movements, unit entitlements) and excludes the effect of the changes in assumptions (e.g. movements in the bond rate and changes in pensioner mortality assumptions).

Expected contributions

	Pension scheme 2009 \$000	Gold state super 2009 \$000
Expected employer contributions	<u>3,095</u>	<u>145</u>

49 Acquittal of Australian Government financial assistance

49.1 DEEWR - CGS and Other DEEWR Grants

	Commonw'lth Grant Scheme		Indigenous Support Fund		Equity Support Program		Disability Support Program		Workplace Reform Program		Workplace Productivity Program	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	87,043	85,063	828	905	242	217	61	42	1,188	1,144	265	352
Net accrual adjustments	5,304	3,036	-	-	-	-	-	-	-	-	-	1,235
Revenue for the period	92,347	88,099	828	905	242	217	61	42	1,188	1,144	265	1,587
Surplus / (deficit) from the previous year	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	92,347	88,099	828	905	242	217	61	42	1,188	1,144	265	1,587
Less expenses including accrued expenses	(92,347)	(88,099)	(828)	(905)	(242)	(217)	(61)	(42)	(1,188)	(1,144)	(265)	(1,587)
Surplus / (deficit) for reporting period	-	-	-	-	-	-	-	-	-	-	-	-

49 Acquittal of Australian Government financial assistance (continued)**49.1 DEEWR - CGS and Other DEEWR Grants**

	Learning & Teaching Performance Fund		Transitional Cost Program		Capital Development Pool		Superannuation Program		Teacher Education Program		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	1,583	-	1,020	-	3,301	585	3,897	4,660	897	-	100,325	92,968
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	5,304	4,271
Revenue for the period	1,583	-	1,020	-	3,301	585	3,897	4,660	897	-	105,629	97,239
Surplus / (deficit) from the previous year	-	-	-	-	461	-	-	-	-	-	461	-
Total revenue including accrued revenue	1,583	-	1,020	-	3,762	585	3,897	4,660	897	-	106,090	97,239
Less expenses including accrued expenses	(1,583)	-	(1,020)	-	(3,762)	(124)	(3,897)	(4,660)	(897)	-	(106,090)	(96,778)
Surplus / (deficit) for reporting period	-	-	-	-	-	461	-	-	-	-	-	461

49 Acquittal of Australian Government financial assistance (continued)

49.2 Higher Education Loan Program

	HECS-HELP (Australian Government payments only)		FEE-HELP		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	46,120	42,690	5,747	4,207	51,867	46,897
Net accrual adjustments	237	2,687	(1,577)	1,743	(1,340)	4,430
Revenue for the period	46,357	45,377	4,170	5,950	50,527	51,327
Surplus / (deficit) from the previous year	-	-	-	-	-	-
Total revenue including accrued revenue	46,357	45,377	4,170	5,950	50,527	51,327
Less expenses including accrued expenses	(46,357)	(45,377)	(4,170)	(5,950)	(50,527)	(51,327)
Surplus / (deficit) for reporting period	-	-	-	-	-	-

49 Acquittal of Australian Government financial assistance (continued)**49.3 Learning scholarships**

	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonw'lth Education Cost Scholarships		Commonw'lth Accommodation Scholarships		Indigenous Staff Scholarships		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	879	873	179	140	1,498	1,257	1,786	1,645	61	33	4,403	3,948
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	879	873	179	140	1,498	1,257	1,786	1,645	61	33	4,403	3,948
Surplus / (deficit) from the previous year	395	261	28	9	-	-	-	-	-	-	423	270
Total revenue including accrued revenue	1,274	1,134	207	149	1,498	1,257	1,786	1,645	61	33	4,826	4,218
Less expenses including accrued expenses	(851)	(739)	(134)	(121)	(1,498)	(1,257)	(1,786)	(1,645)	(61)	(33)	(4,330)	(3,795)
Surplus / (deficit) for reporting period	423	395	73	28	-	-	-	-	-	-	496	423

49 Acquittal of Australian Government financial assistance (continued)

49.4 Commonwealth research

	Institutional Grants Scheme		Research Training Scheme		Research Infrastructure Block Grants		Implementation Assistance Programme		Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	1,923	1,945	4,335	4,223	458	544	89	44	188	98	48	48	7,041	6,902
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	<u>1,923</u>	<u>1,945</u>	<u>4,335</u>	<u>4,223</u>	<u>458</u>	<u>544</u>	<u>89</u>	<u>44</u>	<u>188</u>	<u>98</u>	<u>48</u>	<u>48</u>	<u>7,041</u>	<u>6,902</u>
Surplus / (deficit) from the previous year	-	-	-	-	-	-	25	-	11	-	-	-	36	-
Total revenue including accrued revenue	1,923	1,945	4,335	4,223	458	544	114	44	199	98	48	48	7,077	6,902
Less expenses including accrued expenses	(1,923)	(1,945)	(4,335)	(4,223)	(443)	(544)	(18)	(19)	(71)	(87)	(48)	(48)	(6,838)	(6,866)
Surplus / (deficit) for reporting period	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>15</u>	<u>-</u>	<u>96</u>	<u>25</u>	<u>128</u>	<u>11</u>	<u>-</u>	<u>-</u>	<u>239</u>	<u>36</u>

49.5 Better Universities Renewal Funding (BURF)

	BURF		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	<u>9,188</u>	-	<u>9,188</u>	-
Revenue for the period	<u>9,188</u>	-	<u>9,188</u>	-
Surplus / (deficit) from the previous year	-	-	-	-
Total revenue including accrued revenue	<u>9,188</u>	-	<u>9,188</u>	-
Less expenses including accrued expenses	<u>(1,824)</u>	-	<u>(1,824)</u>	-
Surplus / (deficit) for reporting period	<u>7,364</u>	-	<u>7,364</u>	-

49 Acquittal of Australian Government financial assistance (continued)

49.6 Australian Research Council Grants

(a) Discovery

	Projects		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	258	265	258	265
Net accrual adjustments	-	(69)	-	(69)
Revenue for the period	<u>258</u>	<u>196</u>	<u>258</u>	<u>196</u>
Surplus / (deficit) from the previous year	<u>129</u>	<u>137</u>	<u>129</u>	<u>137</u>
Total revenue including accrued revenue	<u>387</u>	<u>333</u>	<u>387</u>	<u>333</u>
Less expenses including accrued expenses	<u>(285)</u>	<u>(204)</u>	<u>(285)</u>	<u>(204)</u>
Surplus / (deficit) for reporting period	<u>102</u>	<u>129</u>	<u>102</u>	<u>129</u>

49 Acquittal of Australian Government financial assistance (continued)

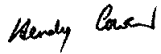
49.6 Australian Research Council Grants (continued)

(b) Linkages

	Linkage - Other		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	446	371	446	371
Net accrual adjustments	-	45	-	45
Revenue for the period	<u>446</u>	<u>416</u>	<u>446</u>	<u>416</u>
Surplus / (deficit) from the previous year	<u>210</u>	<u>284</u>	<u>210</u>	<u>284</u>
Total revenue including accrued revenue	656	700	656	700
Less expenses including accrued expenses	(480)	(490)	(480)	(490)
Surplus / (deficit) for reporting period	<u>176</u>	<u>210</u>	<u>176</u>	<u>210</u>

Key Performance Indicator Report Certification

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess Edith Cowan University's performance, and fairly represent the performance of Edith Cowan University for the financial year ended 31 December 2008.



Hendy Cowan

Chancellor

6 March 2009



Kerry O. Cox

Vice-Chancellor

9 March 2009

Key Performance Indicators

Introduction

For the purposes of formal Key Performance Indicator (KPI) reporting, the University has turned to its enabling legislation, which articulates the functions expected of Edith Cowan University (ECU) by the Parliament of Western Australia. Section 7 of the *Edith Cowan University Act 1984* (ECU Act) sets out the functions of the University, which include:

- S7(a) “to provide...courses of study appropriate to a university to meet the needs of the community in this State.”
- S7(c) “to support and pursue research and scholarship and aid the advancement, development, and practical applications to education, industry, commerce and the community, of knowledge or any techniques.”

These functions are reflected in the University’s strategic directions document: *Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020*. The document articulates the University’s commitment to the communities it serves through the statement of the ECU Mission and four strategic priorities:

ECU Mission

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

Strategic Priorities

1. Engaging and Serving Our Communities;
2. Providing Programs to Meet the Needs of Our Communities, in a Supportive and Stimulating Learning Environment;
3. Developing Research Focus, Depth and Impact; and
4. Building Organisation Sustainability.

Given their importance to the University’s operations, the Annual Report’s Report on Operations (beginning on page 24) has been structured around these four strategic priorities.

In this Key Performance Indicator Report, the functions specified in the ECU Act and reflected in ECU’s strategic priorities provide the basis for the following outcomes, against which the University’s current performance is measured:

Outcome 1: Courses of study appropriate to a university to meet the needs of the community in this State.

Outcome 2: Research and scholarship which aids the advancement, development, and practical applications to education, industry, commerce and the community, of knowledge or any techniques.

The KPIs are consistent with those used elsewhere within the higher education sector and focus on the University’s core business (teaching, learning and research), and core stakeholders (students). For each KPI, the Key Performance Indicator Report provides:

- ECU’s performance over the last three to four years;
- a comparison to Target for the most recent year; and
- wherever possible, comparisons to the overall performance of universities in Australia (“National Average”) and to public universities in Western Australia (“State Average”).

Outcome 1: Courses of study appropriate to a university to meet the needs of the community in this State.

This outcome has the following Key Effectiveness Indicators:

1. Retention
2. Course Satisfaction
3. Quality of Teaching
4. Graduate Employment
5. Share of First Preferences

This outcome also has the following Key Efficiency Indicator:

6. Teaching–Related Expenditure per Student Load

1. Retention

Retention is an indication of the extent to which ECU courses are relevant and meet the needs of the community. Students will not remain in higher education if they perceive that their studies, and the skills and experiences gained, are not relevant and appropriate to their needs and those of prospective employers.

Retention is here defined as commencing Bachelor students who continue into their second year of study at ECU, taking into account deferrals and completions.

Table 1 – Retention (Inverse Attrition) Commencing Bachelor Pass Students

	Year of Commencement				
	2004	2005	2006	2007	2008 ¹
ECU	79.1%	79.3%	79.6%	76.2%	
Target				80.0%	
National Average			80.9%	n/a ²	

Retention is defined as the percentage of students who commence a Bachelor Pass course in a given year (Year of Commencement) and either complete, defer or are still enrolled in the same or another ECU course one year later.

Note: 1. Retention data for students commencing in 2008 will not be available until March 2009. 2. National Average for 2007 year of commencement will not be available until mid-2009.

There has been a substantial decrease in retention for students commencing in 2007 following a period of relative stability between 2004 and 2006. Student retention for students commencing in 2007 is below the Target. This decline in retention may reflect students choosing employment in what were exceptionally strong economic and labour market conditions, in preference to continuing in higher education.

2. Course Satisfaction

ECU seeks to provide high quality learning experiences which meet the needs of its students. Course Satisfaction measures students' perceptions of the extent to which the course undertaken met their expectations.

Course Satisfaction is measured through responses to one of the items in the Course Experience Questionnaire (CEQ), a national survey of graduates conducted four to six months after course completion.

For the 2007 survey, 3640 ECU Bachelor level (pass and honours) graduates were surveyed, of whom 1988 responded to the Overall Satisfaction item, giving a response rate of 55 per cent.

Table 2 – Undergraduate CEQ Overall Satisfaction

	Year of Survey				
	2004	2005	2006	2007	2008 ¹
ECU	88.9%	88.5%	89.7%	92.2%	
Target				90.0%	
National Average	89.3%	89.7%	89.5%	89.8%	
State Average	89.7%	90.4%	90.1%	91.2%	

Course Satisfaction is defined as the percentage of Bachelor level (pass and honours) graduates who 'broadly agree' with the statement: "Overall, I was satisfied with the quality of this course" from the Course Experience Questionnaire. The percentage broad agreement is the percentage of responses which are 3 (neither agree nor disagree), 4 (agree) or 5 (strongly agree) on the five-point Likert scale.

Note: 1. CEQ data for the 2008 survey was not made available by Graduate Careers Australia in sufficient time to allow inclusion in this Report. 2. The performance results are shown here by "Year of Survey", as is common practice across the sector. Previous Key Performance Indicator Reports results were shown by "Year of Completion", rather than "Year of Survey" and thus (for example) figures in the 2006 Year of Survey equate to the 2005 Year of Completion.

ECU graduates' Overall Satisfaction level in the 2007 survey has increased, continuing a steady increase since the 2005 survey. For those surveyed in 2007, satisfaction was above the Target, and above both the National and State averages.

3. Quality of Teaching

ECU endeavours to provide high quality teaching, which meets the needs of its students. The Good Teaching Scale measure is based on responses to six items in the CEQ and is used to indicate how satisfied students are with the teaching experience during their course and thus the extent to which their expectations are met.

For the 2007 survey, 3640 ECU Bachelor level (pass and honours) graduates were surveyed, of whom 1997 responded to the Good Teaching Scale items, giving a response rate of 55 per cent.

Table 3 – Undergraduate CEQ Good Teaching Scale

	Year of Survey				
	2004	2005	2006	2007	2008 ¹
ECU	84.2%	84.3%	86.6%	88.3%	
Target				86.6%	
National Average	80.8%	81.7%	82.3%	83.4%	
State Average	83.3%	83.5%	84.1%	85.4%	

Six items from the Course Experience Questionnaire make up the Good Teaching Scale. The Good Teaching Scale is defined as the average of survey respondents' percentage Broad Agreement. Percentage Broad Agreement is the proportion of a respondent's scores on the six items which are 3 (neither agree nor disagree), 4 (agree) or 5 (strongly agree) on the five-point Likert scale and expressed as a percentage. Respondents are Bachelor level (pass and honours) graduates.

Note: 1. CEQ data for the 2008 survey was not made available by Graduate Careers Australia in sufficient time to allow inclusion in this Report. 2. The performance results are shown here by "Year of Survey", as is common practice across the sector. Previous Key Performance Indicator Reports results were shown by "Year of Completion", rather than "Year of Survey" and thus (for example) figures in the 2006 Year of Survey equate to the 2005 Year of Completion.

The Good Teaching Scale measure for ECU graduates has increased in each survey year for the period 2004 to 2007. Performance in the 2007 survey was above Target, and above the National and the State averages.

4. Graduate Employment

The extent to which graduates find employment is recognised by the sector as an important measure of the quality and relevance of learning outcomes. This indicator therefore measures how well ECU meets student and employer needs, and thus the needs of the communities it serves in Western Australia.

Data on graduate employment outcomes, following completion of the course, is collected through the Graduate Destination Survey (GDS), a national survey of graduates, conducted four to six months after course completion.

For the 2007 survey, 2784 ECU Bachelor level (pass and honours) domestic graduates were surveyed, of whom 1740 responded, giving a response rate of 63 per cent.

Table 4 – Domestic Bachelor Pass/Honours Graduates in Full-time Employment

	Year of Survey				
	2004	2005	2006	2007	2008 ¹
ECU	74.0%	68.1%	73.4%	85.7%	
Target				85.0%	
National Average	78.0%	79.2%	82.4%	85.2%	
State Average	75.3%	75.9%	80.2%	88.0%	

Graduate Full-time Employment is defined as the percentage of domestic Bachelor level (pass and honours) graduates in full-time employment as a proportion of all domestic Bachelor graduates in or seeking full-time work (including those who were working part-time or casual while seeking full-time employment). Domestic students are those with Australian and New Zealand citizenship, Permanent Residency or residing in Australia on Humanitarian visas.

Note: 1. GDS data for the 2008 survey was not made available by Graduate Careers Australia in sufficient time to allow inclusion in this Report. 2. The performance results are shown here by “Year of Survey”, as is common practice across the sector. Previous Key Performance Indicator Reports results were shown by “Year of Completion”, rather than “Year of Survey” and thus (for example) figures in the 2006 Year of Survey equate to the 2005 Year of Completion.

In the 2007 survey there was a 12.3 percentage point improvement in the proportion of ECU’s graduates in full-time employment. The 2007 survey result is above Target and above the National average, but below the State average.

5. Share of First Preferences

ECU’s share of First Preferences through the Western Australian Tertiary Institutions Service Centre (TISC) is the most public expression of the level of demand for the University’s undergraduate courses within the broader competitive market in the State. The measure reflects the composite achievements of many of ECU’s initiatives and the general perception of the University by potential students and the community. As a measure of demand for ECU’s courses, it is also an indicator of the extent to which these courses are perceived to meet the needs and expectations of the community.

Table 5 – Undergraduate Share of First Preferences

	Entry Year				
	2004	2005	2006	2007	2008
ECU	26.0%	26.1%	20.2%	19.4%	21.0%
Target					20.0%
Curtin	31.3%	30.2%	32.4%	33.0%	30.8%
Murdoch	16.8%	17.4%	16.3%	15.3%	14.8%
UWA	25.9%	26.2%	31.1%	32.4%	33.4%

Share of First Preferences is defined as the number of first preference applications for ECU's undergraduate courses, as a proportion of all first preference applications to Western Australia's public universities processed by TISC. Data is taken at the end of the applications process for that year's entry to university.

ECU's share of first preference applications for undergraduate courses through TISC improved between the 2007 and 2008 entry years, and was one percentage point above Target.

6. Teaching-related Expenditure per Student Load

This Key Efficiency Indicator measures the relationship between resources used (expenditure attributed to teaching) and the outputs produced (in this case, the full-time equivalent students taught). The measure indicates how efficiently monies have been expended on teaching and learning activities over time.

Table 6 – Teaching-related Expenditure per Student Load

	2004	2005	2006	2007	2008
Teaching-Related Expenditure (\$'000)	197,346	210,833	222,541	228,321	246,399
Total Student Load (EFTSL) ¹	16,170	15,693	15,747	15,254	15,978
Teaching-Related Expenditure/Total Student Load (\$)	12,204	13,435	14,132	14,968	15,417
Teaching-Related Expenditure/Total Student Load (2008 \$ equiv) ²	13,829	14,809	15,087	15,520	15,417
Target					15,619

Teaching-related Expenditure per Student Load is defined as the total expenditure less research-only expenditure, divided by total full-time equivalent students in the year.

Notes: 1. 2008 student load figures are as at 28 January 2009 (the sum of the March, August and preliminary post-August census date load) and include VET and non-award course load. 2. CPI is based on December 2008 Qtr.

Teaching-related Expenditure per Student Load (2008 \$ equivalent) indicates a slightly increased efficiency between 2007 and 2008 and the 2008 figure just exceeds the efficiency level set as a Target. This measure is affected by factors such as the overall ECU student load, the proportion of costs which are fixed, and the proportion of student load in higher cost disciplines.

Outcome 2: Research and scholarship which aids the advancement, development, and practical applications to education, industry, commerce and the community, of knowledge or any techniques.

This outcome has the following Key Effectiveness Indicator:

7. Research Income

This outcome also has the following Key Efficiency Indicators:

8. Higher Degree Research Completions

9. Research Publications

7. Research Income

The research income which the University attracts is a direct measure of the relevance, potential impact and demand for its research. It is also a measure of the University's competitiveness in attracting funds. Research income is a therefore a measure of ECU's research impact on, and relevance to, the communities it serves.

Table 7 – Research Income by Category (\$m)

Category	2004	2005	2006	2007	2008 ¹	Research Income by Category is defined as the level of external research funding obtained during a year, in total and in each of the four categories defined by the Department of Education, Employment and Workplace Relations.
1 - National Competitive Research Grants	2.271	1.948	2.025	1.619		
2 - Other Public Sector Research Funding	4.195	5.471	4.829	5.512		
3 - Industry and Other Funding for Research	1.797	3.058	3.069	2.341		
4 - Co-operative Research Centre Funding	0.010	0.026	0.091	0.112		
Total	8.273	10.502	10.015	9.584		
Target				10.015		

Note: 1. Research income for 2008 is unavailable until verified by audit in June 2009.

Total research income has decreased between 2006 and 2007 and is \$431,000 below Target for 2007. Levels of research funding can be strongly influenced by the receipt of large grants from the Australian Research Council and other entities.

8. Higher Degree Research Completions

ECU aims to achieve high rates of research higher degree completions by providing high quality research training. This measure is an indirect indicator of the quality of research higher degree supervision and a measure of the efficiency of research supervision activity.

The extent to which ECU's research activity will continue to impact on the communities it serves is, in part, dependent on the training of new researchers with specialisations in fields of study appropriate to ECU's areas of research strength.

Table 8 – Higher Degree by Research Completions by level, total number and per 10 Academic FTE

	2004	2005	2006	2007	2008 ¹
Doctorate by Research	54	45	61	53	
Masters by Research	30	35	29	28	
Total Completions	84	80	90	81	
Total State Completions	667	678	685	746	
Total National Completions	6,470	6,820	7,103	7,141	
Academic Staff FTE	457	477	482	444	
Completions per 10 FTE	1.8	1.7	1.9	1.8	
Target				1.8	

Higher Degree by Research Completions is defined as the number of Research Doctorates and Masters by Research theses examined and passed in a year. Completions are per 10 full-time equivalent (FTE) academic staff, where academic staff are those at Level B and above, classified as 'teaching and research' and 'research only'.

Note: 1. Research completions for 2008 are unavailable until verified by audit in June 2009.

The University has developed a more focused approach to research supervision to help Higher Degree by Research students complete within the designated time. Higher Degree completions are a priority as ECU seeks to help students complete in a timely way.

Total completions decreased between 2006 and 2007. However, as the Academic staff full-time equivalent (FTE) also decreased, there is only a slight decrease in completions per 10 Academic Staff FTE to 1.8 completions per 10 Academic Staff FTE in 2007. This is consistent with the Target.

9. Research Publications

The number of weighted publications per 10 Academic Staff FTE is a measure of the efficiency of research output and therefore the extent to which ECU's strategy of building high quality research with application to education, industry, commerce and the community, is a success.

The Research Publications indicator is a valuable output and quality measure of research and has the advantage of being assessed annually in a rigorous system audited by the Department of Education, Employment and Workplace Relations (DEEWR).

Table 9 – Research and Development Publications per 10 Academic FTE

	2004	2005	2006	2007	2008 ¹
A1 – Authored Research	0.20	0.11	0.14	0.21	
B - Book Chapter	0.99	0.99	0.89	1.16	
C1 - Articles in Scholarly Refereed Journal	4.40	4.29	4.78	5.00	
E1 - Full Written Paper - Refereed Proceedings	5.80	4.97	4.25	3.91	
J1 – Major Original Creative Works	0.0	0.0	0.0	0.0	
Total Unweighted Publications	520.0	494.6	484.2	456.2	
Total Weighted Publications	554.0	516.0	510.6	493.2	
Academic Staff FTE	457	477	482	444	
Weighted Publications 10 FTE	12.2	10.8	10.6	11.1	
Target				10.6	

Research and Development Publications is defined as the number of publications in a year, where the publications meet the definition of DEEWR categories A1, B, C1, E1 and J1. Publications are per 10 full-time equivalent (FTE) academic staff, where academic staff are those at Level B and above, classified as 'teaching and research' and 'research only'.

Note: 1. Research publications figures for 2008 are unavailable until verified by audit in June 2009.

There was a decrease in the number of both Total Unweighted Publications and Total Weighted Publications between 2006 and 2007. However, as there was also a decrease in the Academic Staff FTE, the result is an increase in the Weighted Publications per 10 Academic Staff FTE from 10.6 to 11.1. This is above Target.

ECU has placed increased emphasis on “high quality” publications as the University continues to focus on high impact, high relevance research activity and this has resulted in an increase in Category A1, Category B and Category C1 publications and a decline in Category E1 publications between 2006 and 2007.

Other Financial Disclosures

Pricing Policies

Like the majority of Australian universities, ECU sets the level of the student contribution for Commonwealth-supported places at the maximum allowed under the *Higher Education Support Act 2003*.

Fees for fee-paying courses are determined on the basis of cost and market conditions and take into account Commonwealth Government requirements regarding fees set for non-Commonwealth-supported places.

Major Capital Projects

Major capital projects completed during 2008 are shown in Table 13 below:

Table 13: Major Capital Projects Completed, 2008

Project	Estimated total cost (\$m)	Actual total cost (\$m)
JOONDALUP CAMPUS		
350 seat Lecture Theatre	6.60	6.55
Health and Wellness Building	35.40	35.40

Major capital projects that were in progress as at 31 December 2008 are shown in Table 14 below:

Table 14: Major Capital Projects in Progress, 2008

Project	Estimated total cost (\$m)	Actual total cost to complete (\$m)	Expected year of completion
JOONDALUP CAMPUS			
Refit for Campus Consolidation	5.4	7.1	2009
Computing, Engineering and Technology Building (Stage 1)	36.0	36.0	2012
MOUNT LAWLEY CAMPUS			
Business and Law Building	27.9	28.7	2009
Refit for Campus Consolidation	5.0	5.8 ¹	2009
Additional Student Housing (Site Works)	6.0 ²	6.0	2009
SOUTH WEST CAMPUS			
Campus Developments	5.3 ³	5.3	2009

Notes: 1. estimated cost increase due to shortage of building industry resources, uncompetitive tendering environment and escalating costs of materials and labour. 2. Site works only, with new construction at a cost of approximately \$32m to be undertaken by the private sector under a Public Private Partnership. 3. The scope of this work has been extended following announcement of Commonwealth Government funding for an ECU sports centre.

Employees and Employee Relations

Employees

The number of ECU staff, excluding casual staff, in full-time, part-time, permanent and contract employment categories is shown in Table 15 below.

Table 15: Characteristics of the Workforce (excluding casual staff), 2007-2008

Headcount		As at 30 June 2007			As at 30 June 2008		
		Academic Staff	General Staff	Total	Academic Staff	General Staff	Total
Full-time	Ongoing	375	574	949	389	622	1011
	Contract	78	149	227	119	154	273
Full-time Total		453	723	1176	508	776	1284
Part-time	Ongoing	43	186	229	30	162	192
	Contract	42	120	162	54	155	209
Part-time Total		85	306	391	84	317	401
Grand Total		538	1,029	1567	592	1093	1685

In 2008, ECU had 1685 staff (excluding casual staff) compared to 1567 staff in 2007. Preliminary casual staff figures for 2008 were 222.6 (expressed as a conversion to full-time equivalent (FTE) of casual hours paid), compared to 250.9 in 2007.

Industrial Relations

In 2008 work was undertaken to prepare for the next round of collective bargaining, with determination of the University's needs and discussions with the relevant sector unions. In 2009 negotiations will begin in earnest for the new collective agreements for academic and general staff.

During 2008 ECU's processes for internal resolution of staff concerns, grievances and disputes operated with a high degree of success. The University was not required to attend any conciliation conferences or arbitration hearings in the Western Australian Industrial Relations Commission, the Australian Industrial Relations Commission, the Human Rights and Equal Opportunity Commission or the Equal Opportunity Commission.

Workers' Compensation

Commitment to Occupational Safety and Health and Injury Management

ECU places a high priority on creating and maintaining a safe and healthy environment for all employees, students and visitors; one which is conducive to study, job satisfaction and productivity.

ECU plans and acts proactively to prevent, and to minimise the potential for, injury and harm to the health of its staff, students and visitors. ECU aims to exceed the requirements for compliance with the State Government's code of practice on occupational safety and health.

The University is also committed to assisting injured employees to return to work as soon as medically appropriate and recognises the importance of early intervention Injury Management to facilitate this process.

ECU's occupational safety and health statistics and performance are reported to two committees of Council: the Resources Committee and the Quality and Audit Committee.

Consultation with Employees on Occupational Safety and Health Matters

ECU's has a well established committee structure for occupational safety and health matters, comprising four levels:

- Occupational Safety and Health Policy Committee (reporting to the Vice-Chancellor);
- Institutional Bio-safety Committee/ Radiation Committee (reporting to the Occupational Safety and Health Policy Committee);
- Occupational Safety and Health Campus Working Groups (reporting to the Director, Facilities and Services); and
- Faculty-level and service centre-level Occupational Safety and Health Committees and special working parties (reporting to senior managers).

Each of these committees engages with elected safety and health representatives and employee representatives to ensure consultation at all levels.

In addition to statutory responsibilities, the University expects all managers and supervisors to provide information, instruction, training and supervision on safety and health procedures and work practices to ensure a safe and healthy working environment. Without limiting the generality of these duties, supervisors of safety and health representatives have a statutory obligation and a University responsibility endorsed by the Vice-Chancellor to ensure that:

- regular inspections of the workplace are conducted in consultation with safety and health representatives;
- safety and health representatives are advised of workplace changes, accidents and injuries;
- safety and health representatives are given appropriate resources to undertake their functions, as well as time away from regular duties to undertake safety and health activities including meetings, accident investigations and training; and
- funding for occupational safety and health activities is included in faculty and service centre budget allocations.

The 2008 staff satisfaction survey confirmed that ECU staff believe that the University supports the health and wellbeing of its employees. The item "Supporting the Health and Wellbeing of Employees" scored 5.09 (on a scale of 1 to 7) and this was above the previous (2006) score (4.87).

Workers' Compensation and Injury Management Compliance

ECU is fully compliant with respect of the *Workers' Compensation and Injury Management Act 1981* and is committed to adherence to these requirements in the event of a work related injury or illness. Table 16 shows ECU's performance against injury management targets for the 2007/08 period (July 2007 to June 2008).

Table 16: Performance against 2007/08 Injury Management Targets

Indicator	Target 2007/08	Result 2007/08	Result 2006/07
Number of fatalities	Zero (0)	0	0
Lost time injury/diseases incident rate	Zero or 10% reduction on previous year	0.20	0.29
Lost time injury severity rate	Zero or 10% improvement on previous year	0	0

Note: Lost time injury/ disease incident rate and lost time injury severity rate are defined as the incidents per 100 employees.

Figure 6 below shows that the University's workers' compensation liability (in terms of total projected costs and costs paid) remained low, consistent with the University's active and effective workers' compensation claims management processes, although the total projected costs for 2007/08 are above those for 2006/07. The University's annual premium costs are significantly lower than Western Australian averages for educational institutions.

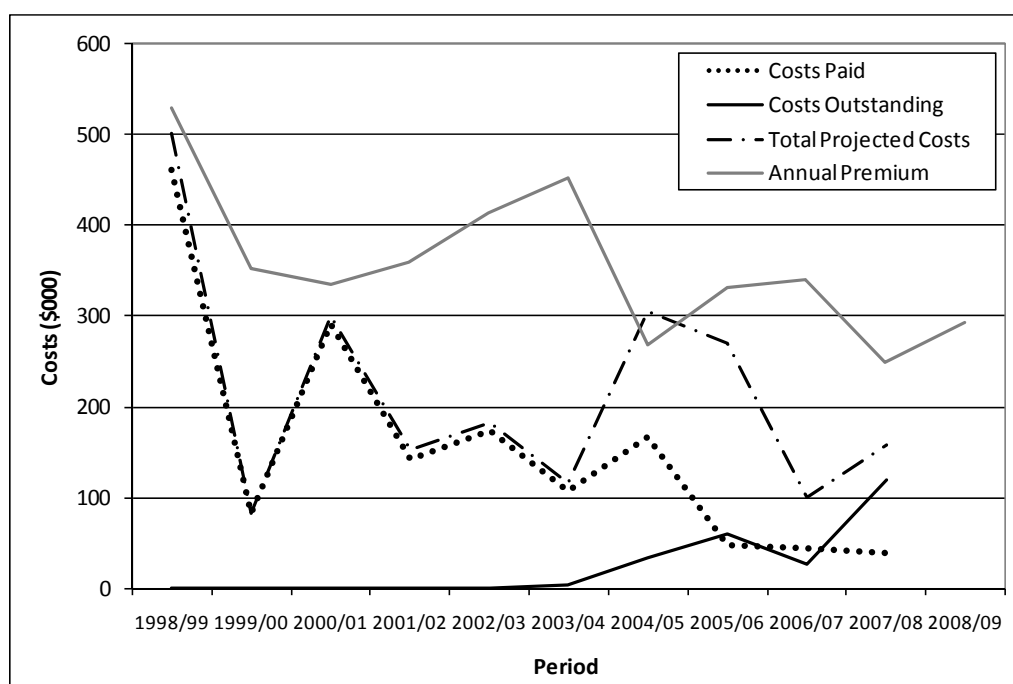
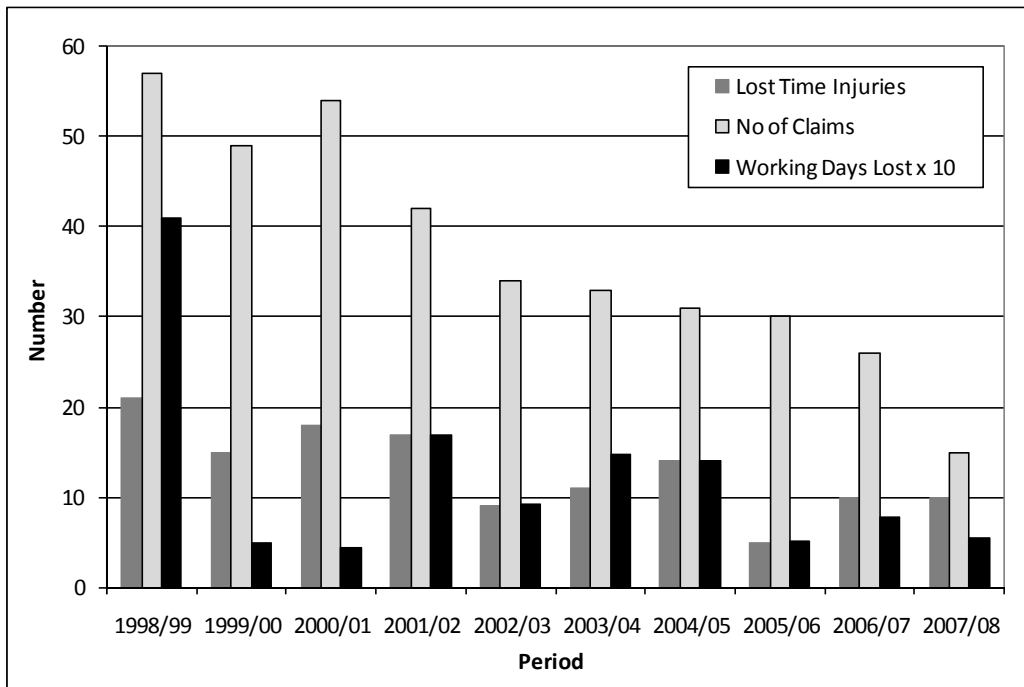
Figure 6: Workers' Compensation Costs and Annual Premium, 1998/99-2008/09

Figure 7 shows that the number of workers' compensation claims continued its downward trend from 2000/01. The number of lost time injuries in 2007/08 was the same as in 2006/07, whilst the working days lost fell, reflecting effective application of the University's return to work program.

Figure 7: Lost Time Injuries, Workers' Compensation Claims and Days Lost, 1998/99-2007/08



Governance Disclosures

Corporate Standards and Risk Management

Equity

ECU prides itself on creating a diverse and contemporary learning and working environment. The University values diversity and continually seeks to instigate and implement policies and processes, which foster a welcoming, vibrant culture that is supportive and inclusive. Discrimination, harassment, victimisation and bullying are not tolerated.

The University achieved a significant milestone by finalising its *Equity Action Plan* and the separate, but linked, *Indigenous Action Plan* during 2008. These action plans reflect a whole-of-University approach to mainstreaming equity principles and practices and to improving equity outcomes for students and staff.

To meet the requirements of the *Disability Services Act 1993* (WA), ECU continued to deliver its commitments as expressed in ECU's Disability Access and Inclusion Plan 2006-2010. A report on achievements against the Plan's strategies in 2007/08 was submitted to the Disability Services Commission (see page 170 of the Annual Report). The University's Annual Implementation Plan for 2008/09 was developed by members of ECU's Disability Access Working Party and endorsed by the University's Equity Committee.

In 2008, ECU was granted a waiver from reporting to the Equal Opportunity for Women in the Workplace Agency until 2011. This is a significant achievement for the University and demonstrates that ECU is not only compliant with all aspects of the *Equal Opportunity for Women in the Workplace Act 1999* (Cwlth), but has gone further by taking all practicable steps to advance women and remove barriers to their employment and promotion.

During 2008, in consultation with the Office of Equal Employment Opportunity, the University developed ECU's Equal Employment Opportunity (EEO) Management Plan, as required under section 145 of *Equal Employment Opportunity Act 1984* (WA). It is anticipated that the ECU EEO Management Plan will be finalised and submitted in early 2009. The ECU EEO Management Plan will include goals and strategies to further equal employment opportunities and diversity at ECU to maximise human resource potential and productivity.

The University committee structure for matters relating to equity comprises: the Equity Committee; the Indigenous Consultative Committee; the Indigenous Employment (Development and Implementation) Sub-committee; and the Disability Access Working Party. During 2008, these committees continued to advise on equity issues in the University.

ECU has a number of volunteer University Contact Officers trained in Equal Opportunity legislation who act as an alternative point of contact for matters related to equal opportunity. They assist students and staff by providing referral advice on equity policies and practices, together with information on services and support available through the University to assist in resolving issues of concern.

During 2008 the number of ALLY network members grew significantly, providing a visible network of trained contacts ("Allies") for Gay, Lesbian, Bisexual, Transgender and Intersex students and staff on ECU's campuses.

For more information on equity visit: <http://www.ecu.edu.au/equ/>

Quality

During 2008, the Quality@ECU Model, which was reviewed in 2007, continued to provide quality assurance through the focus on a *Plan, Do, Review, Improve* cycle of improvement.

Sixteen annual reviews of faculties and service centres were completed in 2008, with actions identified to improve performance and strive for excellence.

Following extensive consultation on the Annual Review process including an online survey, it was recommended that as of 2009 the Annual Review process would be rescheduled to later in the year (September to November), to align better with the ECU end of year planning cycle and assist each faculty and service centre to review its progress for a given year and develop its operational plan for the following year. Further improvements will be incorporated into the Annual Review process to streamline submission requirements, including the provision of additional statistical information to help make the Annual Review process more rigorous.

During 2008 the School Review Guidelines were updated to align better with the University's strategic direction document: *Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020* and to reflect ECU's KPI Framework. The updated Guidelines also incorporate the principles embedded in the Quality@ECU Model. The School of Nursing, Midwifery and Postgraduate Medicine was reviewed in 2008 and eight schools are scheduled for review in 2009, as part of a five-yearly cycle of external reviews.

Benchmarking continued during 2008, supported by the online professional development program that was developed in 2007. Since 2002, ECU has participated in the annual Association of Commonwealth Universities Benchmarking Program. During 2008 ECU made submissions to this program on the topics of Leadership and Governance, E-Learning and Internationalisation. On the topic of Leadership and Governance, ECU was judged to be a "leading edge" performer when compared with other participants.

For more information on Quality visit: <http://www.ecu.edu.au/egu/>

Risk Management

A major component of corporate governance at ECU is effective risk management. During 2008 the ECU Council approved a new Integrated Risk Management Framework, which includes a revised, integrated risk management policy and guidelines. In addition, Council also approved a Strategic Risk Register that articulates the key risks and the treatment plans associated with the University's strategic direction.

During 2008 the University substantially implemented the recommendations arising from the 2007 external peer review of ECU internal audit, risk management, legislative compliance and business continuity frameworks and functions. This has resulted in improvements in the effectiveness of these functions. A self-assessment based on the external review was performed at the end of 2008 to confirm the improvements.

Training on ECU's Fraud and Misconduct Policy was provided to senior staff and this included presentations by the Corruption and Crime Commission and ECU's Vice-Chancellor. A fraud risk assessment was progressed in 2008 and this will present further opportunities to develop the University's fraud minimisation capabilities.

Work commenced on the implementation of software that will enable the University to aggregate its risk data and to manage its risks in a systematic and strategic way. The Risk Register is based on the new Integrated Risk Management Framework.

In respect of legislative compliance, ECU assessed its operations with respect to the *Occupational Health and Safety Act 1984* (WA) and the *Education Services for Overseas Students Act 2000* (Cwlth) during

2008. In both instances, the University was assessed as being materially compliant with both acts. Further comments on legislative trends are provided at page 73 of the Annual Report.

During 2008, the Office of Risk Management and Audit Assurance issued an audit report on IT Backup and Recovery. That report, along with the recommendations arising from the McKinnon Walker Review, will lead to improvements in IT governance and the delivery of IT services to students and staff during 2009.

Business Continuity Plans are in place for most of the Joondalup Campus and for the South West Campus. These plans will be tested in early 2009. The Mount Lawley Campus will have its Business Continuity Plans in place by the end of 2009. Work also commenced on the documentation and testing of the IT disaster recovery plans and key IT systems will be tested by 31 March 2009. In addition to regular testing of IT disaster recovery plans, acceptance criteria for IT systems now requires new or upgraded IT systems to have had their backup and recovery plans tested before being brought into production.

For more information on Risk Management, visit: www.ecu.edu.au/RMAA/index.html

Risk Management Statement

This statement is consistent with National Governance Protocol 9.

Edith Cowan University has an Integrated Risk Management Framework and policy that was revised and approved by the University Council in June 2008. It is compliant with *ASNZ Standard 4360: Risk Management (2004)*.

Strategic oversight of risk management is included in the terms of reference for the Council's Quality and Audit Committee, as well as in the Quality and Audit Committee Charter approved by Council in December 2006. A Risk Reference Forum, chaired by the Deputy Vice-Chancellor (Academic), assists with the exchange of experiences of best practice and dissemination of risk management-related material within the University.

Functionally, the Office of Risk Management and Audit Assurance is responsible for the development and implementation of risk management strategies such as the maintenance of risk registers, risk management methodology, legislative compliance, business continuity and fraud and misconduct prevention.

The Finance and Business Services Centre is responsible for the day-to-day operation of the insurance portfolio. The Human Resources Services Centre is responsible for the day-to-day operation of occupational safety and health strategies and workers' compensation. Legal risk is handled by the Legal Services Office, within the Governance and Planning Services Centre.

Corporate Governance Statement

Council endorsed a statement on corporate governance in December 2002. The statement was amended by Council in December 2004 and in June 2007 pursuant to the implementation of the National Governance Protocols (the "Protocols"). During 2008 amendments to the *Higher Education Support Act 2003* were passed, removing provisions which linked compliance with the Protocols with contingent funding from the Commonwealth. The Commonwealth Minister for Education has foreshadowed the replacement of the Protocols with a new Voluntary Code.

Council determined that it would continue to ensure that it met the principles outlined in the Protocols as a guide to good practice, whilst further developing its own model. At its August 2008 meeting it approved a report outlining ECU's continued compliance with the Protocols.

The following is an abridged and updated version of ECU's Corporate Governance Statement. The full statement can be viewed at:

www.ecu.edu.au/GPPS/committees/corp_gov_stmt.html.

Statutory Framework

The governance of the University takes place within a specific statutory framework. At the highest level of that framework is the *Edith Cowan University Act 1984* (WA) ('the Act'), as amended, which establishes the University as a body corporate, consisting of the Council, the members of staff and the enrolled students (s.5).

Functions of the University

Section 7 of the Act sets out, in non-exhaustive terms, the functions of the University which include: providing courses of study to meet the needs of the community in Western Australia; encouraging and providing for tertiary education; supporting and pursuing scholarship and research; fostering the welfare and development of all enrolled students; promoting and encouraging collaboration and consultation with other institutions; and providing such facilities that relate to its functions.

Council: its authority, functions and duties, powers and responsibilities

Section 8 of the Act provides that the Council is *the governing authority of the University*.

Section 16 specifies the functions and duties of Council, with s.16(1)(c) encapsulating the full scope of the Council's functions.

(1) Subject to this Act the Council shall –

(a) perform any function or duty conferred or imposed upon the University under this Act;

(b) act in all matters concerning the University in such manner as appears to it best calculated to promote the objects and interests of the University; and

(c) control and manage the operation, affairs, concerns and property of the University.

Council has, however, exercised its power of delegation to delegate to the Vice-Chancellor powers to manage the University.

Section 17 relates to the powers of Council and provides in the preamble that:

Subject to this Act and the Statutes the Council has power to do all things necessary or convenient to be done for or in connection with the operation, affairs, concerns and property of the University.

Section 17 then specifies a number of specific matters relating to contracts, courses of study, use of facilities, and award degrees, diplomas and certificates.

Under the Act, Council has responsibility for University lands (s.28), finance (s.36), the appointment, termination, terms and conditions of academic and other staff, including the chief executive officer (ss.30 and 31), and to make Statutes, and By-laws and Rules under the Statutes (s.26).

Responsibilities of Council

Pursuant to the National Governance Protocols, Council has adopted the following responsibilities:

- a) appointing the Vice-Chancellor as the chief executive officer of the University, and monitoring his/her performance;
- b) approving the mission and strategic direction of the University, as well as the annual budget and business plan;
- c) overseeing and reviewing the management of the University and its performance;
- d) establishing policy and procedural principles, consistent with legal requirements and community expectations;
- e) approving and monitoring systems of control and accountability, including general overview of any controlled entities. A controlled entity is one that satisfies the test of control in s.50AA of the Corporations Act;
- f) overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings;
- g) overseeing and monitoring the academic activities of the University; and
- h) approving significant commercial activities of the University.

These are high order responsibilities and should be read in conjunction with the functions and duties of Council as specified in the Act.

Duties and Responsibilities of Council Members

The University Council Code of Conduct is designed to:

- a) ensure that members of Council are aware of the legal duties, liabilities and protections arising from their membership of the Council;
- b) promote good practice among Council members by describing the general responsibilities they have to the University, the Council and fellow members and to the staff and students of ECU; and
- c) describe the University's obligations to Council members, which will assist them to carry out their duties and responsibilities to the best of their abilities.

The legal duties of members of Council are set out in Schedule 1 of the Act. Under the Act, each member:

- a) must at all times act honestly in the performance of the functions of a member, whether within or outside the State;
- b) must at all times exercise the degree of care and diligence in the performance of the functions of a member, whether within or outside the State, that a reasonable person in that position would reasonably be expected to exercise in the Council's circumstances;
- c) must at all times act in the best interests of the University and give precedence to the interests of the University over the interests of any person appointing or electing a member;
- d) must not, whether within or outside the State, make improper use of information acquired by virtue of the position of member to gain, directly or indirectly, an advantage for any person or to cause detriment to the University;
- e) must not, whether within or outside the State, make improper use of the position of member to gain, directly or indirectly, an advantage for any person or to cause detriment to the University.

Furthermore, under the Act a member who has a material personal interest in a matter being considered or about to be considered by Council must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature and extent of the interest at a meeting of the Council.

Under the Code of Conduct, in addition to these legal duties, the responsibilities of members in respect of the general operation of Council include:

- a) attend, unless unavoidably absent, and be prepared to constructively contribute to all Council meetings and meetings of committees on which they serve;
- b) draw relevant matters to the attention of the Chancellor for the information of or possible action by the Council or the Vice-Chancellor;
- c) inform the Chancellor if at any time they consider that the information provided is insufficient to permit the Council to discharge its responsibilities;
- d) inform the Chancellor of any concerns that they might hold about any Council decisions or actions that appear contrary to its public duties, and to do so as soon as these concerns arise;
- e) inform the Chancellor of the possible material interests of other members of the Council in matters before or about to come before the Council, if those interests are not declared by the member or members concerned; and
- f) accept collective responsibility for decisions of the Council and support University management in the implementation of these decisions.

To assist Council members to carry out their duties and responsibilities to the best of their abilities, under the Code of Conduct, the obligations of the University include:

- a) provide Council members with such comprehensive, accurate and timely information as is required for members to act with the degree of care, skill and diligence required of them by the Act, other relevant Statutes and the general law;
- b) provide such legal and financial advice as may be necessary to enable Council members to discharge their duties; and
- c) provide, subject to any contrary legal restrictions, Council members with access to any University documentation required to perform their duties.

Maintaining the Distinction between Governance and Executive Management

In order for Council and executive management to perform their respective roles effectively, Council recognises that a distinction needs to be maintained between governance and executive management.

In recognising the importance of this distinction, Council considers that the advice given in the *Higher Education Management Review Report* (Hoare 1995:42) is relevant and pertinent:

The governing body should have strategic planning oversight for the university. It should set the broad strategic framework within which the Vice-Chancellor and senior university administrators can operate. It is important that the governing body does not get caught up in a 'local response syndrome' but should confine itself to strategic and policy issues.

Clarity as to which matters require Council approval is an important foundation for good governance and helps define decision-making boundaries. Council has therefore adopted a list of matters it has decided to reserve to itself for approval and a reporting back framework on those matters delegated to executive management.

Evaluating Council Performance

Council is committed to both collective and individual performance appraisal. To allow for more concrete assessment of Council's performance, Council will undertake a regular evaluation of its performance. This will usually be carried out every second year at a suitable time determined by Council.

Induction of Members

Council is committed to its members being well informed about:

- a) their role and responsibilities;
- b) the role of Council as the governing body of the University; and
- c) the strategic direction and key features of the University.

As soon as practicable after appointment, each Council member shall receive:

- a) an invitation to meet with the Chancellor, Pro-Chancellor and Vice-Chancellor;
- b) appropriate materials including those listed below:
 - i. *Edith Cowan University Act 1984*
 - ii. Corporate Governance Statement
 - iii. Council Standing Orders
 - iv. University Council Code of Conduct
 - v. Council Membership list and profiles
 - vi. University Organisational Chart and profiles of Executive Staff
 - vii. Key committees and the University's Meeting Schedule
 - viii. ECU Budget Principles
 - ix. ECU Strategic Plan
 - x. Annual Report
 - xi. Policies approved by Council; and
- c) ECU promotional material.

Professional Development

The University aims to provide a structured but flexible professional development program for members of the Council.

Accordingly, Council has adopted a professional development program that consists of the following components:

- a) series of discussions on agreed topics of strategic interest;
- b) workshops on agreed themes; and
- c) individual professional development activities based on need.

Council Committees

Council establishes committees to assist it to meet its responsibilities. The Standing Committees of Council, as at 31 December 2008, were:

- i. Council Executive
- ii. Resources
- iii. Quality and Audit

- iv. Nominations
- v. Legislative
- vi. Remuneration
- vii. Governance
- viii. Honorary Awards

Academic Board

The Academic Board has a special role within the governance framework of the University. This is indicated by the fact that, while Council can determine its committee structure, the Act under which the University operates specifies that there “shall be an Academic Board of the University” (s18(1)), the constitution of which may be prescribed by Statute.

The Act specifies that the functions of the Academic Board shall include:

the discussion and submission to the Council of opinions and recommendations on academic policy, academic development, the admission of students, instruction, studies and examinations, research, the admission to degrees, the discipline of the University and any other matters which in the opinion of the Academic Board are relevant to the objects of this Act (s.18(3)(a)).

The Council views the Academic Board as a forum through which senior academics within the University can provide advice to Council on the University’s core business of teaching, learning and research. It also looks to the Academic Board to ensure that appropriate quality assurance processes are in place relating to academic programs and services, and that academic standards are maintained.

Role of the Chancellor

The Chancellor is elected by Council to facilitate its work and collegiality by effective and ethical means, providing a focal point to ensure the high standing of the University in the wider community. As part of this role, the Chancellor presides over Council meetings.

Role of the Vice-Chancellor

The Act provides that Council shall appoint a person to be the chief executive officer of the University (s.30(1)). University Statute No. 6 provides that the person appointed as the chief executive officer is the Vice-Chancellor of the University (s.1). This Statute further provides that subject to the Act, the Statutes, By-laws and Rules of the University, and resolutions of the Council, the Vice-Chancellor is responsible for the academic, administrative and other affairs of the University (s.2). As well as being the chief executive officer of the University, the Vice-Chancellor is also its senior academic officer.

Role of the Pro-Chancellor

The Act provides that there shall be a Pro-Chancellor and that the Pro-Chancellor presides at meeting of Council in the absence of the Chancellor (s.12). The role of the Pro-Chancellor is to act for the Chancellor in the absence of that Officer and on other occasions support the Chancellor in all the Chancellor’s roles.

EDITH COWAN UNIVERSITY

Compliance with Relevant Written Laws

In the performance of its functions during the year ended 31 December 2008 the University has operated within the provisions of the *Edith Cowan University Act 1984*.

Having made or caused to be made on our behalf all relevant enquiries, but noting the very broad extent of application of written laws to the University, to the best of our knowledge, information and belief, the University has complied with all relevant written law.

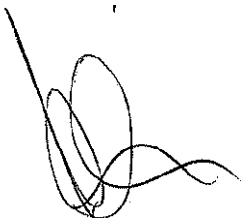
We are aware of no fact or circumstance apparent or existing at the date of signing this statement, to lead us to conclude otherwise.



Professor Kerry O. Cox

Vice-Chancellor

9 March 2009



Warren Snell

Vice-President (Resources) and Chief Financial Officer

6 March 2009

Other Legal Requirements

Advertising

In accordance with the requirements of section 175ZE of the *Electoral Act 1907*, the University is required to report all expenditure incurred by, or on behalf of, the University on advertising, market research, polling, direct mail and media advertising during the financial year.

Advertising expenditure in 2008 totalled \$4,167,117. The amount in each expenditure class and the organisations paid, are listing in Table 17 below.

Table 17: ECU Advertising Expenditure, 2008

	\$'000
Advertising agencies	\$ 1,240
303 Group	
Market research organisations	\$ 77
The Customers Voice	
Customer Service Benchmarking Australia	
CDM Australia Pty Ltd	
Polling organisations	\$ 0
Direct mail organisations	\$ 0
Media advertising organisations	\$ 2,850
Media Decisions OMD	
Marketforce Ltd	
Starcom Worldwide (WA) Pty Ltd	
Total Expenditure	\$ 4,167

Commitments to Equity

ECU's high order *Equity Statement of Commitment* and *Statement of Commitment to Indigenous Australians* align with the strategic priorities of the University articulated in *Edith Cowan University: Engaging Minds; Engaging Communities. Towards 2020*.

The University's governing Council receives reports on equity issues and performance trends. ECU has four committees which focus on equity issues. These are:

- the Equity Committee;
- the Indigenous Consultative Committee;
- the Indigenous Employment (Development and Implementation) Sub-committee; and
- the Disability Access Working Party.

Membership comprises relevant University staff and, in the case of the Indigenous Consultative Committee, also includes members from the wider community. The committees advise on the implications of University policies and practises and inform institutional responses to equity and disability policy initiatives by government and other external agencies.

ECU's *Equity Action Plan* was finalised in 2008. The *Equity Action Plan* provides for a whole-of-ECU approach to improving equity outcomes for students and staff. In addition, ECU's *Indigenous Action Plan* has also been finalised. This is aligned to the *Equity Action Plan*, but allows for a greater focus on Indigenous Australian issues, with more targeted strategies and accountabilities.

Strategies within the *Equity Action Plan* and the *Indigenous Action Plan* will be progressively embedded in the functional and operational plans of the University, with monitoring by the Equity Committee. Monitoring is also through the University's standard review processes, including the annual reviews of faculties and service centres and school reviews.

In late 2007 ECU reviewed its University-funded scholarships program, with the first of the new scholarships being granted in 2008, comprising:

- three new equity scholarships:
 - ECU Equity Scholarships (\$3000 each) assist students from designated equity groups with the costs associated with university study. Twenty five scholarships were awarded in 2008.
 - ECU Indigenous Scholarships (\$3000 each) assist Indigenous Australian students with the costs associated with university study. Five scholarships were awarded in 2008.
 - ECU Equity Grants assist current students at risk of ceasing studies because of financial difficulties. Eight grants totalling \$7150 were awarded in 2008.
- three excellence scholarships, aimed at Year 12 students:
 - ECU Excellence Scholarships (\$4000 each) were awarded to fifteen students in 2008.
 - ECU South West Campus Scholarships (\$3000 each) were awarded to two students in 2008.
 - Edith Cowan Scholarships (\$1000 each) were awarded to fifteen students in 2008.
- Two school awards:
 - Year 12 Personal Excellence Awards. Sixty one \$250 awards were made in 2008.
 - Year 11 Citizenship Awards. \$100 awards were made to 119 Year 11 students in Western Australian schools in 2008.

In 2008 ECU also administered the allocation of more than 1100 Commonwealth Scholarships worth approximately \$3.3 million. These included the allocation of new Commonwealth Scholarships to the value of almost \$48,000 to 19 Indigenous Australian students.

In addition, ECU:

- organised a range of successful equity events as part of NAIDOC week celebrations, International Women's Day and PRIDE Month. NAIDOC events were planned and presented in conjunction with the City of Joondalup and West Coast TAFE and included flag-raising, honouring successful Indigenous Australian students, an art exhibition and a film night;
- developed, consulted on, and published an ECU policy for *Recognising Indigenous Australian People and Country*;
- revised its Flag Policy to allow the Australian Aboriginal flag to be flown daily at each ECU campus; and
- established a partnership with Mission Australia to deliver its Catalyst program, which provided opportunities for disadvantaged people in the community to access ECU courses in humanities subjects.

Disability Access and Inclusion Plan Outcomes

During 2008 ECU reported on achievements against its *Disability Access and Inclusion Plan* (DIAP) for the 2007/08 reporting year, as required under Schedule 3 of the *Disability Services Regulations 2004*. This report was submitted to the Disability Services Commission (DSC) in a template prescribed by the DSC by the due date.

It is important to acknowledge that ECU's DAIP covers a five-year period (2006-2010) and many of the strategies will continue throughout that timeframe. Some examples of achievements against ECU's DIAP Outcomes in 2007/08 are listed in Table 18 below.

Table 18: Examples of ECU's Disability Access and Inclusion Plan Actions Achieved, 2007/08

<i>Outcome 1: People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the University.</i>
<ul style="list-style-type: none"> A new online admissions process was piloted for postgraduate coursework students. This provides another method of application that may suit some students with disabilities. A Working Party was established to develop ECU guidelines for inclusive curricula. A survey was undertaken to explore current practicum placement processes and their capacity to cater adequately for students with disabilities and special needs. Learning Access Plans were developed for students with a disability in consultation with ECU's Student Equity, Diversity and Disability Officer. Learning Access Plans are used by teaching staff to ensure students have the forms of assistance and support needed for the units in which they study and to ensure learning programs and assessments meet students' needs.
<i>Outcome 2: People with disabilities have the same opportunities as other people to access the buildings and other facilities of the University.</i>
<ul style="list-style-type: none"> Continued to implement items as identified in ECU's 2005 Disability Access Audit. ECU's draft <i>Planning and Design Guidelines</i> document was revised to include a section on Design for Universal Access.
<i>Outcome 3: People with disabilities receive information from the University in a format that will enable them to access the information as readily as other people are able to access it.</i>
<ul style="list-style-type: none"> Library electronic reserve documents were made available in Optical Character Recognition format. A Web Authoring @ECU course was provided to staff who manage web pages to ensure that they understand accessibility requirements when developing web pages at ECU. Roles and responsibilities for teaching staff relating to dealing with students with disabilities were highlighted in guides to academic staff (ECU's Little Red Book and the ECU Unit Co-ordinator's Handbook).
<i>Outcome 4: People with disabilities receive the same level and quality of service from the staff of the University as other people receive from the staff of the University.</i>
<ul style="list-style-type: none"> A review was undertaken of processes by which students with disabilities seek support services. Electronic learning materials and courseware were purchased and provided to students with disabilities, including digital recording equipment, Zoomtext and WYNN Wizard software, and optical supplies.
<i>Outcome 5: People with disabilities have the same opportunities as other people to make complaints to the University.</i>
<ul style="list-style-type: none"> A mapping of student complaint processes was undertaken. A review of ECU's student complaints policy and procedures was commenced.
<i>Outcome 6: People with disabilities have the same opportunities as other people to participate in any public consultation by the University.</i>
<ul style="list-style-type: none"> A review of progress against the Annual Implementation Plan 2007-2008 was submitted by 31 July 2008. A consultation process was undertaken on ECU's 2008-2009 DAIP Annual Implementation Plan. The University's Disability Access Working Party (DAWP) played a key role in this process. DAWP includes representation from students and staff with disabilities.

In addition to the six outcomes prescribed by the *Disability Services Regulations 2004*, ECU's DIAP includes the following two additional outcomes:

<i>Outcome 7: People with disabilities have the same opportunities as other people to seek employment and work experience placements with the University.</i>
<ul style="list-style-type: none"> • ECU commenced a project in July 2008 to investigate and recommend targeted recruitment practices and work-based development programs for offering employment and work experience opportunities to those with special needs, including those with a disability.
<i>Outcome 8: The University promotes an inclusive culture that values diversity, does not tolerate harassment or discrimination and encourages a secure and safe environment for all students and staff.</i>
<ul style="list-style-type: none"> • The University's EO Online program was made available to all staff. • Disability awareness training was provided to staff and ECU Student Guild staff members. • A number of "Stress Less" events were held during Mental Health Week.

Equal Employment Opportunities Outcomes

The *Equal Opportunity Act 1984* (WA) (EEO Act) requires outcomes against an Equal Opportunity (EEO) Management Plan to be reported annually, as described on page 159 of the Annual Report.

In line with the requirements of the EEO Act, during 2008, ECU developed its EEO Management Plan, in consultation with the Office of Equal Employment Opportunity. It is anticipated that the ECU EEO Management Plan will be finalised and submitted in early 2009. The ECU EEO Management Plan will draw on the University's *Equity Action Plan*, *Indigenous Action Plan* and *Staffing Plan*, and include goals and strategies to further equal employment opportunity and diversity at ECU.

Record Keeping

ECU is subject to the requirements of the *State Records Act 2000* (WA). ECU is committed to compliance in its record keeping activities. ECU's Record Keeping Plan (RKP), a requirement under the *State Records Act*, was updated and submitted to the State Records Office in December 2005. The plan was approved for a five-year term. The University's Retention and Disposal Schedule was reviewed and was approved in 2008.

State Records Commission Standard 2 Record Keeping Plans: Principle 6 – Compliance

The efficiency and effectiveness of the organisation's record keeping system is evaluated not less than once every 5 years.

The University's Retention and Disposal Schedule was reviewed and was approved in January 2008. The Disaster Management Plan for records is currently under review.

Record keeping surveys were conducted regularly as part of the Electronic Document and Records Management (EDRMS) project rollout.

The organisation conducts a record keeping training program.

Records Awareness Training System was purchased in late 2007 and has been implemented in 2008 to raise record keeping awareness for staff. Approximately 300 staff completed the training in 2008. Additionally a basic record keeping induction training package was introduced which is integrated with the University's overall professional development and training program and run on a monthly basis.

The efficiency and effectiveness of the record keeping training program is reviewed from time to time.

A review of record keeping awareness training was conducted. Customer feedback evaluation forms were also utilised.

The organisation's induction program addresses employees' roles and responsibilities with regards to their compliance with the organisation's record keeping plan.

All new ECU employees undergo an induction course which addresses employee roles and responsibilities in regard to the compliance aspects of the RKP. Additionally, this material is included in a handbook issued to employees when they join ECU. The record keeping induction training package was also available to all new staff and was run on a monthly basis.

Environmental Performance

In 2008 ECU's goal in this area was to promote sustainability principles and continue to act responsibly by reducing negative impacts on the environment.

In 2008 ECU developed an Environmental Management System based on the requirements of AS/NZS ISO 14001. Incorporated into this system were the following programs:

- **Water:** the University established its *Water Efficiency Management Plan* for Mount Lawley and Joondalup campuses and lodged the plans with the Water Corporation. In addition an initiative (associated with a Commonwealth Water Grant) was completed, utilising waste water from the Joondalup Campus air conditioning cooling towers for watering of grounds. The project is now in its monitoring phase.
- **Waste:** ECU commissioned a consultant to undertake an assessment of the University's waste management practices. An action plan to improve practices will be in place in 2009. To reduce the use of plastic bags, during 2008 ECU distributed 20,000 shopping bags to students and staff.
- **Energy:** ECU will establish objectives and targets for energy management, integrating sustainable design into the University's existing and future built environment.
- **Biodiversity:** an internal assurance review was undertaken at the South West Campus and a number of actions were identified and actioned by the University.
- **Travel to and from Campus:** a travel survey was undertaken and a travel plan developed. Regular forums are held to promote and improve the use of public transport.

During 2008 the University decided to increase and broaden its focus on sustainability and has formed a Sustainable Communities Committee chaired by the Pro-Vice-Chancellor (Teaching & Learning). In accordance with the University's planning framework, a functional plan will be developed in 2009 to progress ECU towards achieving industry best practice in environmental and social sustainability and become a market leader in this area.

The functional plan is expected to encapsulate the following three goals:

- to progressively reduce the University's environmental footprint in areas of energy, water and waste;
- to embed social and environmental sustainability and well-being values, knowledge and skills into ECU's curriculum and research programs; and
- to develop a heightened awareness and practice of social and environmental sustainability among ECU students and staff and ECU's communities.

In 2008 ECU created an additional staff position (Environmental Projects Officer) to work with the Environmental Systems Co-ordinator in order to progress ECU's environmental sustainability goals.

The following provides an update on the University's environmental programs.

Water

In 2008 the University completed its Water Efficiency Management Plan covering the Mount Lawley and Joondalup campuses and lodged this with the Water Corporation. Actions within the plan include:

- A rapid leak response policy implemented by the Maintenance Call Centre which encourages students and staff to quickly report leaks from dripping taps and toilets.
- A water recycling project funded by the Commonwealth Government operated throughout the year. Initial results indicate that approximately 2 million litres per year from the

Joondalup Campus Cooling Tower is being reused in campus reticulation, saving a proportionate amount of groundwater.

- Water saving showers was installed in all the student housing and sports centres and the program to install waterless urinals is continuing.

While ECU's water management practices are comparable with best practice, there are opportunities for further savings and to promote water conservation with ECU students and staff.

Table 19 shows that ECU's water use declined from 2005 to 2006, but rose slightly in 2007 and again in 2008. However total consumption in 2008 is still less than in 2005. Ground water use is down significantly which is as a result of reduced maintainable areas at the Churchlands Campus.

Water use per person has risen in each year from 2006 and is higher in 2008 than in any previous year. This is likely to decrease in 2009, following the closure of the Churchlands Campus.

Table 19: ECU Water Use, 2005-2008

	2005	2006	2007	2008
Potable kL/yr	119,033	103,944	109,583	116,231
Potable kL/ (EFTSL + FTE)	6.96	6.59	7.29	8.71
Potable kL/m ²	0.634	0.493	0.504	0.609
Bore kL/yr	Data unavailable	152,259	158,576	132,362

Notes: Water consumption figures are exclusive of the South West Campus and Student Housing. Area is measured as gross useable floor area. EFTSL is student full-time equivalent load. FTE is staff "full-time equivalent".

Waste

In 2008 the University engaged a consultant to develop a waste management strategy for ECU. The review applauded the University's current waste minimisation initiatives at its three campuses including paper, cardboard and co-mingled recycling and recognised that whilst a number of waste services have been provided to students and staff, there is potential for improvement. Co-ordination of these waste services activities and increased education to students and staff will be key elements of the Waste Management Strategy which will be deployed across the University in 2009.

Table 20 illustrates that the overall waste to landfill from the Joondalup Campus has increased over the 2005 to 2008 period, with a substantial increase in the 2008 year, although this may be attributable to the shorter sampling period in 2008. The portion of paper to landfill however shows a decreasing trend from 2005 to 2007, down to six per cent in 2007. While there was a rise in 2008, this is still relatively low compared to 2005 and 2006. In 2008 more than 80 per cent of paper (by weight) was recycled.

The proportion of co-mingled waste is relatively constant with that in 2007 at 23.95 per cent, but the total weight to landfill in 2008 increased by 83 per cent compared to 2007. Once again this may partly be due to the shortened sampling period. The waste to landfill per student and staff full-time equivalent has increased from 2005 with a considerable increase between 2007 and 2008 from 0.0154t to 0.0248t. The newly funded position of Environmental Projects Officer will provide an additional focus on waste-related issues and the rollout of ECU's Waste Management Strategy to improve performance on this environmental measure.

Table 20: ECU Waste to Landfill, Joondalup Campus, 2005-2008

	2005	2006	2007	2008
Waste to landfill (t)	86.85	87.11	95.40	170.32
Paper to landfill (t)	43.3	23.7	5.9	18.8
Proportion paper to landfill	42.9%	27.2%	6.2%	11.0%
Co-mingled to landfill (t)	12.9	14.0	22.3	40.8
Proportion co-mingled to landfill	14.9%	16.1%	23.2%	23.9%
Paper recycled (t)	12.4	25.4	Data unavailable	81.4
Proportion paper recycled	22%	52%	Data unavailable	81%
Waste to landfill (t/ (EFTSL + FTE))	0.0132	0.0138	0.0154	0.0248

Notes: Waste data is based on annual waste audit (two days) results extrapolated across a 50 week for the Joondalup Campus only. Figures do not include construction, gardening, electronic or furniture waste. 2008 figures for paper recycled were provided by Western Recycling and were taken for a six month period and extrapolated for the year. EFTSL is Joondalup student full-time equivalent load. FTE is Joondalup staff “full-time equivalent”.

Table 21 shows that for 2008 Mount Lawley Campus had less waste to landfill than the Joondalup Campus. Overall the Mount Lawley Campus shows similar trends in paper to landfill, but has a slightly higher paper proportion to landfill at 18.5 per cent compared to the Joondalup Campus at 11 per cent. While the total co-mingled waste to landfill was less than the Joondalup Campus, the proportion to landfill was similar (20.7 per cent, compared with 23.9 per cent for the Joondalup Campus). The waste to landfill per student and staff full-time equivalent is also very similar at the two campuses.

Table 21: ECU Waste to Landfill, Mount Lawley Campus, 2008

	2008
Waste to landfill (t)	119.93
Paper to landfill (t)	22.3
Proportion paper to landfill	18.5%
Co-mingled to landfill (t)	24.9
Proportion co-mingled to landfill	20.7%
Paper recycled (t)	Data unavailable
Proportion paper recycled	Data unavailable
Waste to landfill (t/(EFTSL + FTE))	0.0202

Notes: Waste data is based on annual waste audit (one week) results extrapolated across a 50 week for the Mount Lawley Campus only. Figures do not include construction, gardening, electronic or furniture waste. EFTSL is Mount Lawley student full-time equivalent load. FTE is Mount Lawley staff “full-time equivalent”.

Table 22 shows that ECU’s paper purchases in 2007 and 2008 were below 2005 levels, but higher than in 2006. Paper purchases for 2008 decreased to 2.03 reams per student and staff full-time equivalent, which is lower than 2005 and 2007. This decrease in per capita paper use is attributable to behaviour change strategies promoted by ECU. In 2007 and 2008 almost all (more than 95%) of paper purchased was recycled paper.

Table 22: ECU Paper Purchases, 2005-2008

	2005	2006	2007	2008
Total paper purchased	38,815	31,110	35,133	35,776
Recycled paper purchased	4,803	8,771	34,603	34,237
Proportion of recycled paper purchased	12.4%	28.2%	98.5%	95.7%
Paper/(EFTSL + FTE)	2.27	1.97	2.34	2.03

Notes: All figures are in reams (500 sheets/ ream). EFTSL is student full-time equivalent load. FTE is staff "full-time equivalent". FTE and EFTSL is for Joondalup, Mount Lawley and South West campuses.

During 2008 20,000 re-useable shopping bags were distributed to students and staff to help reduce the use of non-recyclable plastic bags.

Energy

ECU carbon emissions in 2008 were approximately 25,000 tonnes of CO₂ in total for all three campuses. This places the University below the targets required for reporting under the *National Greenhouse and Energy Reporting Act 2007*.

The 2007 Benchmarking Report from the Tertiary Education Facilities Management Association places ECU in the top 10 of Australian universities for energy efficiency.

The University commenced a review of the Asset Management Plan objectives and targets for integrating sustainable design into the University's existing and future built environment. This will result in a major revision of the University's design and planning guidelines with a focus on delivering sustainable outcomes from ECU's built environment.

A pilot program to monitor trends in energy management continued throughout the year with ongoing reform of energy saving initiatives.

Table 23 shows that CO₂ emissions (as extrapolated from energy use) were up 3 per cent on 2007 and 10.7 per cent on 2006 levels. This can be attributed to new buildings coming into use as a result of ECU's campus consolidation strategy. It would be reasonable to expect that a reduction in emissions will result in 2009 with the closure of the Churchlands Campus. A slow incremental increase in the energy and CO₂ emissions per student and staff full-time equivalent has occurred over the four year period.

Table 23: ECU Energy Use, 2005-2008

	2005	2006	2007	2008
Energy GJ/yr	97,877.87	94,596.55	101,247.14	104,744.42
TCO ₂ /yr	23,709	23,215	25,178	25,886
GJ/m ²	0.522	0.449	0.466	0.548
GJ/ (EFTSL + FTE)	5.72	6.00	6.73	7.85
TCO ₂ /m ²	0.126	0.110	0.116	0.135
TCO ₂ / (EFTSL + FTE)	1.39	1.47	1.68	1.94

Notes: TCO₂ was calculated using the coefficients 1.052 kg CO₂ per kWh electricity and 68 kg CO₂ per GJ gas consumed. Energy use figures are exclusive of South West Campus and Student Housing. Area is measured as gross useable floor area. EFTSL is student full-time equivalent load. FTE is staff "full-time equivalent".

Biodiversity

The University has established a biodiversity program for its South West Campus. The objective of the program states that:

‘While Edith Cowan University occupies this tenancy, Facilities and Services will identify and manage the biodiversity values of the South West Campus and ensure compliance with relevant environmental legislation’.

The targets of the program are 100 per cent legal compliance with relevant State and Commonwealth legislation and no net loss of biodiversity on the South West Campus as a result of campus developments.

During 2008 an internal assurance review was completed and a number of actions undertaken to protect flora and fauna on the campus site. This included the establishment of Geographic Information System to store all previously identified information.

Travel to and from Campus

Good transport access is fundamental to the attraction and retention of both students and staff. ECU provides, and is serviced by, a range of facilities to accommodate varying travel modes including reasonably priced car and motorcycle parking, public transport (including CAT buses to and from the Joondalup train station and CBD), facilities for cyclists and good walk paths.

Each year the University collects information on the travel behaviour of students located at its Mount Lawley and Joondalup campuses. Results from 2008 indicate that approximately 40 per cent of students take public transport with ‘not having a car’ cited as the reason. Public transport journeys from many northern corridor suburbs are considerably longer than by private vehicle and the results suggest that the University must consider planning the provision of further public transport services to its metropolitan campuses, if the travel time taken to reach the University is to be reduced.

A Green Transport Plan 2008 – 2010 was developed in partnership with the Department for Planning and Infrastructure and the Department for Environment and Conservation through the TravelSmart Workplace Program. The University have received recognition from both departments for the development of this plan. The Green Transport Plan is a tool to reduce car use and to facilitate more sustainable travel options and recommends actions to:

- improve campus facilities and access to further support walking, cycling and public transport;
- develop policy and processes that actively encourages and promotes walking, cycling, carpooling and the use of public transport; and
- communicate the alternatives to single occupant car use to both University employees and students.

The University continues to partly fund the Joondalup CAT bus service which has seen increasing use to the point where maximum bus loads have forced a review of the service. In addition, the University continues to operate a carbon neutral vehicle fleet through an offset program.

