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## Memorandum

To: All Staff

From: Vice-Chancellor

Date: 13 April 2005

**Subject: A University for the Next 25 Years – Our Preferred Future**

### Message:

Dear colleagues,

My purpose in writing is threefold:

- To thank you for the contribution that you continue to make to the institution and remind you of CSU's achievements and progress;
- To outline the challenges that will face CSU in the future; and
- To invite you to read and engage in a conversation about the paper *A University for the Next 25 Years*, to shape the preferred future of CSU.

For some years now CSU has been continually refining, redefining, repositioning and revitalising its course profile and research directions. You have been active participants and contributors in this process. You have accepted the changes that have been requested of you such as: technological change and systems (for example, HEIMS), project management, performance management schemes and the introduction of performance based funding, including research active and teaching productive criteria, to name just a few. Currently, you are engaged in looking at refinements to workloads, staff to student ratios and 'critical mass' in discipline groups.

Your participation has contributed to significant gains by CSU. Recently these have included the:

1. Introduction of the Veterinary Science program, which adds a high profile, high demand course to the University's course profile;
2. Transfer of the University of Sydney, Orange campus to CSU; this consolidates CSU's position as the University for our region; and
3. Launch of the Ontario campus of the University as our first free-standing off-shore operation, accredited and recognised by the Ontario Government and the Ontario College of Teachers. This initiative repositions our international activities with a higher "brand" value.

These examples of success demonstrate the benefits of CSU being ready to seize opportunities. However, the groundwork for these achievements began at least three years ago, sometimes longer. This indicates that organisational readiness relies on the institution adopting a long term view in relation to planning for sustainability. While each of these initiatives involved taking advantage of an opportunity, they were also dependent on partnerships and the approval of bodies external to the University – for example, Veterinary Science depended on the Commonwealth Department of Education, Science and Training (DEST), and Agriculture, Fisheries and Forestry (AFFA); the transfer of Orange depended on DEST and the University of Sydney; and approval for Ontario depended on the Ontario Provincial Government and the Ontario College of Teachers.

The current round of government reforms and the changes in the international higher education scene require that we now look even harder at what CSU is doing and make some real choices in relation to the University's profile and course structure. CSU is committed to investing in teaching quality and achieving research output to ensure the long term sustainability of the institution, but to do this we will need to prioritise our directions.

*A University for the Next 25 Years* has been written to stimulate discussion and discussion forums will be convened across the University to facilitate this process. Your Deans, Executive Directors and committee Chairs will also be discussing the paper. Responses from staff as individuals or as part of a group or committee can be submitted to the Office of the Vice-Chancellor. The paper can be found on the Vice-Chancellor's website [www.csu.edu.au/division/vcoffice/](http://www.csu.edu.au/division/vcoffice/), along with more information concerning the timeline and discussion process. At the end of the discussion process CSU will adopt a new strategic approach.

I thank you and I welcome your comments and participation on how the University can continue to progress in the coming years.

Professor Ian Goulter

**Vice-Chancellor**