

Corporate Risk Statement 2011 - 2015





CONTEXT







Charles Sturt University is a relatively young institution operating in the highly competitive and fluid Australian Higher Education system. The institution operates on the basis of having a “low margin for error” but cannot be risk averse if it is to achieve long term objectives. That is, the University must be both nimble and innovative, as it continues to develop its reputation and profile, in the face of real constraints on current income and available savings. Management will need to strike a fine balance in the progress it seeks to achieve across identified priority areas, monitor progress closely and manage risks appropriately.



This statement identifies corporate level risks that will need to be managed over the short to medium term, with annual review of these risks with regard to progress against the *University Strategy 2011 - 2015* (as reported to University Council) and external factors. A similar process is being instituted for component Theme Plans.







Last updated: 2 May 2011

Risk	Inherent Risk Grade	Mitigating Actions	Residual Risk Grade
<p>Research</p> <p>CSU does not develop acceptable research profile across identified disciplines</p>	<p>● Very High</p>	<ul style="list-style-type: none"> Communicating internally and externally that CSU intends to be a teaching and research institution Communicating the expectation of increased research outputs across the institution backed by increased resourcing, including staff development Concentrating (and providing additional) resources in areas where world class performance can be achieved Increasing the number and quality of research higher degree students, particularly international students Increased participation in CRCs and CRNs 	<p>● Medium/High</p>

Risk	Inherent Risk Grade	Mitigating Actions	Residual Risk Grade
<p>Student Load</p> <p>Student load (and therefore income) falls below targets in the major funding categories of Commonwealth Supported, Fee-paying Domestic, and International</p>	<p> High</p>	<ul style="list-style-type: none"> • Effective promotion of institutional achievements • Further extend the course profile (including the introduction of new high profile courses) and develop distance/online offerings in disciplines not previously catered for • Continue to develop course currency and distinctiveness in order to appeal to students and employers in the contemporary workplace • Extend quality work place learning components to all disciplines where it adds value • Produce graduates that are valued by employers (maintain standards) and recognised by relevant professional associations • Effectively promote the institution, its courses and the quality of student experience to prospective students and employers 	<p> Medium/High</p>
<p>Workforce</p> <p>Capability is not maintained across the required corporate labour profile</p>	<p> High</p>	<ul style="list-style-type: none"> • Enhance workforce planning to ensure recruitment and retention of quality staff who are aligned to the University Strategy and through succession planning, ensure the preservation of ongoing institutional capacity and leadership • Enhance staff retention, employment flexibility and attractiveness via principle based employment policies, competitive salaries, focused professional development and workplace amenity • Build staff commitment through meaningful consultation, recognition of achievement, devolution of responsibility and maintenance of accountability • Enhance performance management in-line with the University Strategy 	<p> Medium</p>

Risk	Inherent Risk Grade	Mitigating Actions	Residual Risk Grade
		<ul style="list-style-type: none"> Promote an organisational culture which is prepared for, and responds to generational change within the University workforce 	
<p>Contemporary Infrastructure</p> <p>Infrastructure is not developed and maintained to adequately support research, learning and teaching and the student experience</p>	<p> High (physical infrastructure)</p> <p> Very High (IT infrastructure)</p>	<ul style="list-style-type: none"> Provide a built environment and Information and Communication Technologies and Systems that enhance institutional capacity and flexibility and meet the diverse needs and circumstances of staff, students and partners Establish infrastructure in new discipline areas by accessing external funding Provide for the necessary maintenance of existing facilities Refurbish, renovate and remodel existing facilities to meet contemporary needs Enhance on campus accommodation 	<p> Medium/High (physical infrastructure)</p> <p> High (IT infrastructure)</p>
<p>Partnerships</p> <p>Momentum in establishing (and extending) partnerships that lift CSU's scale, scope and profitability is not maintained</p>	<p> High</p>	<ul style="list-style-type: none"> Establish international partnerships that raise institutional profile, increase research outputs and add to student load and income Expand objectives of existing successful partnerships where there are opportunities (e.g. adding research collaboration and student mobility to TNE delivery) Increase the breadth and depth of interaction with TAFE institutes Interact effectively with professional and employer bodies at both corporate and operational levels Enlist support from local communities based upon the value of the institution to these communities 	<p> Medium</p>

Risk	Inherent Risk Grade	Mitigating Actions	Residual Risk Grade
		<ul style="list-style-type: none"> Expand and deepen national research partnerships 	
<p>Student Experience</p> <p>Academic and administrative provisions and services do not afford adequate student engagement across diverse student cohorts</p>	 High	<ul style="list-style-type: none"> Implement the CSU Common Teaching Standards to focus academic effort on aspects of teaching that are most important to student experience Provide academic content and experiences that satisfy the expectations of students in the contemporary environment Encourage higher level use of an enhanced learning platform that caters to the diverse student cohorts, including the extension of mobile learning capabilities Ensure effective support to optimise student engagement with evolving learning environments Provide effective ancillary services and amenities catering to the needs that are important to students Enhance on campus student accommodation 	 Medium

Risk Grade Key	
	Very High
	High
	Medium/High
	Medium
	Low/Medium
	Low