

Charles Sturt University
Institutional
Development
Plan
2007-2011

CHARLES STURT
UNIVERSITY



Institutional Development Plan

The Institutional Development Plan 2007-2011 aims to build CSU's institutional strength, reputation and sustainability through implementing strategies around four corporate themes. These corporate themes are:

- Organisational culture
- Sustainability
- Service alignment
- Workforce planning

Essential to institutional development is the creation of a culture that supports the vision, values and mission of the organisation. It has been agreed that 'One University' is a fundamental principle for CSU. The University needs to develop a shared understanding of this principle and its implications for organisational culture.

Support of Key Objectives

The Institutional Development Plan 2007-2011 is designed principally to support Key Objective 4 of CSU's University Strategy 2007-2011 – continue to build institutional strength, reputation and sustainability.

Responsibility for Implementation

The Institutional Development Committee is responsible for the development and implementation of the Institutional Development Plan 2007-2011.

Information on the membership of this committee is available at the University Strategy website: www.csu.edu.au/division/plandev/strategic_planning/

The original version of the plan concentrated on the period to 2008, recognising that it must be a dynamic, evolving document. The plan has now been updated after a mid-term review. This took into account the importance of continuous improvements in culture, systems, operations and processes to remain relevant to the constantly changing needs of the higher education sector.

Institutional Development Plan Performance Objectives 2007-2011

1. Organisational Culture

Create and maintain an organisational culture that supports the vision, values and mission of the University Strategy 2007-2011.

- Define the principle of 'One University'
- Develop and promulgate policies and procedures to support cultural renewal

2. Sustainability

Develop an integrated plan that promotes financial, social and environmental sustainability

- Ensure the responsible stewardship of physical, human and financial resources
- Develop plans and procedures to implement sustainability practices

3. Service Alignment

Develop a consistent approach to service delivery across the University

- Ensure services are efficient and effective and that they are aligned with CSU's mission and key objectives of teaching, learning and research
- Ensure change is underpinned by continuous improvement and quality assurance

4. Workforce Planning

Undertake workplace planning that considers current and future human resource implications

- Continue analysis of demographic, location and market constraints and opportunities that affect staffing
- Evaluate and improve practices and policies related to recruiting, selecting, retaining, developing, managing and promoting CSU staff
- Ensure equity principles are embedded in workforce policies and procedures

Plan Development

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
Establish the Institutional Development Committee to oversee the refinement and implementation of the Institutional Development Plan			Vice-Chancellor	By 1 Jan 2007
	• Convene program committee		DVC (Administration)	By 1 Feb 2007
	• Acquire other program/project resources identified by the program committee		DVC (Administration)	By 31 August 2009
	• Undertake mid-term review, adjust plan and submit to Vice-Chancellor for approval			

Organisational Culture

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
<p>Analyse, consult and communicate:</p> <ul style="list-style-type: none"> the existing cultures and requirements to support the achievement of 'One University' and the University Strategy 2007-2011 the University's branding aligned to the values and objectives in the Strategy 	<ul style="list-style-type: none"> Establish project team Approve project plan 	<p>Communication strategy</p> <p>Enhanced and strong internal and external communication, tested through, e.g., Climate Survey</p> <p>Consistent messaging to all stakeholders, both internal and external, tested through, e.g., Climate Survey</p> <p>Evidence of service alignment (including excellent service to students) and sustainability in the organisational culture</p>	<p>IDC</p>	<p>1 Mar 2007</p>
<p>Recommend guiding principles to inform the actions and activities of the University</p>	<ul style="list-style-type: none"> Develop definitions and guiding principles for comment and consideration by the University community Submit definitions and guiding principles to the IDC for the Vice-Chancellor's approval 		<p>IDC</p>	<p>1 July 2007</p>

Sustainability

IDC to establish (by February 2007) a sustainability program committee to oversee project teams responsible for the development of the individual sustainability plans. The work of these project teams will be informed by the detail in this current document.

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
Ensure the responsible stewardship of physical, human and financial resources	Develop sustainability principles for energy efficient use of existing infrastructure	<p>Sustainability plan developed and approved</p> <p>All new and substantially refurbished buildings to obtain high ratings for energy efficiency (4.5 stars Australian Greenhouse Building Rating – ABGR)</p> <p>Develop indicators relevant to:</p> <ul style="list-style-type: none"> - space utilisation - facilities functionality - facilities conditions - facilities maintenance - facilities capital renewal 	<p>IDC, DFM</p> <p>DFM</p>	
	Develop a sustainability plan, embodying principles and policies for the design and construction of new and refurbished infrastructure	<p>Compared with 2006, reduce water usage by 25% by 2011</p> <p>Achieve a 70% reduction of solid waste by 2014. Explore collaboration and synergies with local Zero Waste Australia and industrial ecology projects</p> <p>By 2011 at least 10% of University land be used to increase biodiversity and 20% by 2015</p> <p>Compared with 2006, achieve a 10% reduction in energy consumption by 2011 and a 25% reduction by 2015</p> <p>Be greenhouse neutral by 2015 (through a combination of energy reduction, offsets –e.g. through tree planting – and purchase of green power)</p> <p>[See below: Workforce Planning]</p>	<p>SPC to collect data to define target measurements across all campuses and clarify areas to which target applies</p> <p>IDC to ensure 2015 target is reviewed for next strategy 2012-2016</p> <p>Target to be reviewed by IDC after report completed by task group in December 2009</p> <p>HR</p>	

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
	Develop sustainability principles in staffing	Maintain non-government funding at a level of more than 50% of total funding		
	Develop a plan for financial sustainability	<p>Allocate a minimum of 75% of the annual operating budget to academic activities</p> <p>Maintain at least 10% of operating budgets for capital developments</p> <p>Reduce or eliminate practices which create unfunded long-term liabilities which transfer internal or external debt to the next generation</p> <p>Maintain current ratio (current assets over current liabilities) above 1.5</p> <p>Maintain cash expressed as days of total expenditure above 90 days</p> <p>Total staff costs should not exceed 60% of total revenue</p> <p>Maintain cash holdings above \$70m in 2007 real terms</p> <p>Annual Margin of Safety to exceed 0%</p> <p>Enhanced corporate awareness of financial processes and financial content</p>	Division of Finance	
Create an institutional culture of sustainability	Leaders of the University to proclaim sustainability as a central precept	Sign the Talloires Declaration for a sustainable future	VC, DVC, Deans	Signed 2006
	Establish 'green' administrative processes such as greenhouse neutral travel plans	<p>Update vehicle fleet with most energy efficient vehicles</p> <p>Take account of greenhouse gas impact of travel and invest in offsets such as tree planting</p>	Division of Finance, DVC (Administration)	

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
	Establish environmental committees on each campus to oversee issues such as minimisation of waste and reduction of energy usage. Bring sufficient human resources to bear by recognising staff time. Explore means of pooling and actualising the substantial staff and student goodwill in these areas.	Ensure that resources are available to carry out initiatives in these areas Develop an environmental action plan for each campus, internally publicise projects and seek staff contributions	Heads of Campus and SPC (to ensure consistent development of these plans)	
	Communicate reasons, plans and progress with various aspects of organisational sustainability to the staff and community Facilitate staff involvement in applications to secure external funding for sustainability initiatives			
Examine ways in which components of sustainability are manifest in the curriculum	[See Learning and Teaching Plan]		DVC (Academic), Deans	
Embed components of sustainability in professional development and induction programs for staff	Review professional development administrative procedures to incorporate sustainability principles Consider the development of a subject or grad certificate, and/or topic areas in the existing grad cert university teaching, which focus on developing and integrating sustainability in an academic setting Include information about the University's sustainability goals, successes, challenges and networks in staff induction	Staff to be empowered and encouraged to take carriage of new proposals for sustainability Create network for staff to voice concerns and contributions around sustainability of the organisation	DVC (Academic), HR	

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
<p>Within existing research structures provide opportunities to undertake research on sustainability, encouraging the formation of cross-disciplinary teams involving academic and general staff</p>	<p>Encourage applications for external grants for research related to sustainable development</p> <p>Encourage an application to establish a Problem-Focused Research Grouping around organisational sustainability. If successful, alert regional organisations (e.g. REROC, RACC and councils) to CSU's interest in collaborating on sustainability projects both as community engagement and as a research opportunity (possibly leading to ARC Linkage grants)</p> <p>Create a growing bibliography of references about and journals on sustainability in higher education (and on 'engaged universities')</p>	<p>Staff more aware of research opportunities on sustainability and the societal transformation to sustainability</p>	<p>DVC (Research), Deans</p>	
<p>Form alliances to encourage and assist organisations in CSU's regional communities to achieve their sustainability goals. Research these collaborative endeavours where appropriate.</p>	<p>Hold a regional sustainability conference (possibly building on the work of cross-disciplinary groups, or communities of practice, focused on aspects of sustainability on campuses and within the organisation)</p>	<p>City/Shire councils in CSU's regions to develop sustainability plans</p> <p>Joint cooperation and involvement with expert persons and organisations</p> <p>Sharing of policies and knowledge on procurement, culture change, sustainable transport, energy and water use. Forming of communities of practice involving the University, local councils and organisations for staff responsible for sustainability initiatives</p>	<p>Heads of Campus</p>	

Service Alignment

The original Service Alignment Program's concept and tasks that were developed in 2006 have evolved considerably and can now be broadly classified under the banner of 'Student Experience' and 'CSU Standards'. The work is presented here under the original program as it spawned a more mature and valuable organisation-wide suite of projects, some of which are still being scoped and refined.

Task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
A. Integrated service support for students	<p>Outcomes</p> <ul style="list-style-type: none"> • A CSU Student Service Centre (SSC) • A Roadmap for CSU Student Service Centres and Learning Commons (both physical and virtual) • Consolidated and integrated student feedback and handling processes • Review of student evaluations and survey scheduling to reduce negative impacts • An integrated organisational approach to the student lifecycle <p>Indicators</p> <ul style="list-style-type: none"> • Improvements to specific and relevant questions in the annual AUSSE (Student Engagement Survey) • Improvements in customer service benchmarking surveys undertaken annually in the sector • Utilisation and quality of self-help and other online services • Resolution of queries at the SSC (e.g.70%) • Improvements in student feedback • Positive staff feedback and retention • Positive Divisional feedback • Increase in student employment 	<p>SSC Governance Committee - Executive Directors of Divisions the SSC will represent Executive Director, SSC Director, SSC Director, SEP</p>	<p>SSC Phase 1 to be operational by February 2010 - subsequent phases to be determined Feedback – July 2010 Evaluations – December 2010 Service Centre review January 2012 Embedded in organisational practice and location July 2012</p>
B. Development of an integrated approach to transition at CSU	<p>Outcomes (NB program not scoped in detail as yet) An integrated approach to foundation and transition for students at CSU that will increase student access, participation and success</p> <p>Indicators</p> <ul style="list-style-type: none"> • Meeting of compact agreements regarding institutional performance for relevant indicators • Improvements to relevant indicators in the AUSSE (Student Engagement Survey) • Increased participation from specific cohorts of importance to CSU • Improvements in success indicators such as retention and progress rates • Improved feedback from partners – schools, TAFE, etc. 	<p>Transition Steering Committee Faculties</p> <p>Director, Transition</p> <p>Director, SEP</p>	<p>Key milestones to be developed with scope and outcomes</p> <p>Work to be completed in line with the Student Experience program of July 2012</p>

Task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
C. Improved articulation and integration of the 'Student Experience' into strategy, planning and continuous improvement	<p>Outcomes</p> <ul style="list-style-type: none"> • Establishment of Student Experience Planning Committee • Student Experience explicitly articulated in the University Strategy 2012-2017 • A 'Student Experience Scorecard' 	DVCs (Administration) and (Academic) Director, SEP Student Experience Planning Committee	New committee – 4th Quarter 2009 Strategy – 2011 Scorecard – July 2010
D. Customer relationship application support (i.e., CRM for prospect, current, past)	<p>Outcomes</p> <p>Selection, implementation and operation of an application to support relationship management and increase engagement with students across the lifecycle</p> <p>Indicators</p> <p>To be developed</p>	Steering Committee - Director Marketing, Director Office Corp Affairs, Executive Director SSC, Director SEP CRM Project Manager/s	Selection – December 2009 Phased implementation to suit stakeholders through to July 2012
E. University Advancement	<p>Outcomes</p> <p>Phase 1</p> <ul style="list-style-type: none"> • A University and Faculty-specific advancement plan that will include alumni relations, development of donor relations, and a portfolio of projects for funding • An application to support Advancement and associated improvements to Alumni data • Changes to roles and responsibilities and processes across the University to support the changes 	Director Office of Corporate Affairs Deans Project Coordinator Director, SEP	Strategy – December 2009 System and data – February 2010 Organisational changes – to suit the above requirements
F. Cultural change	<p>Outcomes</p> <ul style="list-style-type: none"> • Development of a service culture that is underpinned by continuous improvement and quality assurance • Development and implementation of a professional development plan and annual program with a focus on service delivery/ customer service, managing change and continuous improvement • Establishment of a service charter for all enabler groups within the University • Development and implementation of customer satisfaction surveys on the performance of enabler service delivery • A communication strategy, for staff and students, that promotes an integrated student experience and a service culture <p>Indicators</p> <ul style="list-style-type: none"> • Increase in student satisfaction • Increase in, and positive feedback from, staff and students through communication channels • improvements to relevant indicators in the AUSSE (Student Engagement Survey) • improvement in all student and staff satisfaction indicators identified for the Service Alignment Program and in the Staff Climate Survey 2010 	DVC (Administration) – Organisational Culture Program Committee SSC Implementation Committee Professional Development Planning Committee Director, SSC Director, SEP Director, Transition	Late 2009/2010 and ongoing - annual PD program Student focus groups -08-09/09 Student surveys – 2010 and annually Climate Survey 2010 Communication strategy 02/09 - ongoing

Task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
G. CSU Standards	<p>Outcomes</p> <ul style="list-style-type: none"> • Consolidated CSU Standards data, reporting process, roles and responsibilities, awareness • A report 'Constraints to Achieving CSU Standards' • An Integrated Divisional Service / Enabling Plan to support the standards <p>Indicators</p> <p>To be determined, but the key ones will be measurements of Divisional contribution to the standards</p>	<p>DVC (Academic)</p> <p>DVC (Research)</p> <p>DVC (Administration)</p> <p>Relevant stakeholders involved in the standards, e.g., reporting, monitoring, contributing, supporting</p> <p>Director, SEP</p>	<p>First attempt at standards for 2008 – Sept 2009</p> <p>Commence work on constraints – Sept 2009</p> <p>Finalised standards – June 2010</p> <p>Improved support for reporting and second round reporting for 2009 – September 2010</p> <p>Final Enabling plans – September 2010</p> <p>First University scorecard including integration of Student Experience scorecard – December 2010</p>

Workforce Planning

IDC to establish (February 2007) a workforce planning program committee to oversee relevant projects and develop a Workforce Plan (by July 2008)

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
Continue to support the analysis of the demographic, location and market constraints and opportunities the University faces and will face in the future	<ul style="list-style-type: none"> Conduct consultations, data collection and analysis of the external labour market 	Demographics, opportunities and market constraints clearly identified and communicated to University community	Exec Director, HR	June 2007
	<ul style="list-style-type: none"> Develop management information systems which describe the workforce at both an institutional and work unit level 	Workforce data available to Faculties and Divisions to inform the annual planning, review and budget development processes	Exec Director, HR; Exec Director, Finance; Director, P & A	March 2008
Identify the capabilities, skills and personal attributes required by CSU staff to achieve CSU's strategic agenda 2007-2011	<ul style="list-style-type: none"> Identify the staff profile required to achieve the strategic objectives in learning, teaching and research 	Required capabilities, skills and attributes clearly articulated and inform planning, review and budget development processes	DVC [Academic] DVC (Research)	October 2007
	<ul style="list-style-type: none"> Establish project team to develop an integrated University-wide Equity and Ethics Policy and Code that is informed by and aligns with: <ul style="list-style-type: none"> the institutional values and guiding principles established in the Institutional Development Plan Generic Responsibilities of CSU Staff CSU Code of Conduct Standards, Expectations and Qualifications of Academic Staff Equal Opportunity Management Plan Ethic Affairs Priority Statement Indigenous Employment Strategy Accountability statements 	An integrated CSU Equity and Ethics Policy and Code developed and submitted for formal adoption	Program Committee	March 2007 March 2008
	<ul style="list-style-type: none"> Establishment and review of positions ensures the alignment of duties to support the achievement of the CSU strategic agenda, and to incorporate the Equity and Ethics Policy and Code 	Position classification processes, duty statements and recruitment documentation reflect alignment with the CSU strategic agenda	Exec Director, HR	Ongoing

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
Ensure that Human Resource responsibilities, planning processes, policies and procedures align with the institutional values and guiding principles, and support the workforce required to achieve CSU's strategic agenda	<ul style="list-style-type: none"> • Review current processes, policies and procedures which support workforce planning • Establish project teams to recommend changes required to effectively, efficiently and ethically <ul style="list-style-type: none"> o recruit, select and/or develop staff with the values, capabilities, skills and personal attributes required to achieve CSU's strategic agenda o integrate and retain valued staff within the CSU community o reward and manage the performance of staff appropriately in line with their diverse contributions and with the strategic goals and values and principles of the University o plan and manage staff promotion and managerial succession o retain staff with specialised expertise critical to the achievement of the University's strategic agenda o capture and facilitate the transfer of corporate and intellectual knowledge lost through staff exits o manage staff separation and retirement in ways that respect the dignity of all persons and the contribution all employees make to CSU 	Strengths and weaknesses of current HR processes, policies and responsibilities described	Exec Director, HR	June 2007
		<p>Processes and strategies reviewed and developed in consultation with, and communicated to, the University community</p> <p>Improvement in: CSU data in relation to sector benchmarking (QUT Universities HR Benchmarking)</p> <p>Staff responses in exit interviews, Staff responses in Climate Survey items</p>	Program Committee	July 2007 March 2008 2008 2008 2009
Maintain alignment of the CSU workforce with the achievement of the CSU strategic agenda	<ul style="list-style-type: none"> • Identify processes to incorporate a review of the CSU workforce within the University annual planning and budget reporting cycle 	<p>Strategies to close the gap between current and desired workforce characteristics described in annual Faculty and Division operational plans</p> <p>Performance Management Scheme reporting describes the strategies and opportunities provided to increase the capacity of staff to achieve the CSU strategic agenda</p>	<p>Program Committee</p> <p>Exec Director, HR</p>	<p>July 2007</p> <p>July 2008</p>

Plan Management

Task	Sub-task	Outcome and Performance Indicators	Accountabilities	Suggested Timeline
<ul style="list-style-type: none"> Refine the Institutional Development Plan on the advice of the project teams 	<ul style="list-style-type: none"> Review projects 		IDC	1 Aug 2007
	<ul style="list-style-type: none"> Submit the refined Institutional Development Plan for comment and consideration by the University community 			
	<ul style="list-style-type: none"> Submit the refined Institutional Development Plan to the Vice-Chancellor for approval 		DVC (Administration)	15 Oct 2007
<ul style="list-style-type: none"> Implement the refined Institutional Development Plan 			IDC	From 1 Jan 2008
<ul style="list-style-type: none"> Develop a change and renewal framework for the Institutional Development Plan 	Facilitate continuous analysis of the University's external and internal environments		DVC (Administration)	