

New Directions

CHARLES STURT
UNIVERSITY

AN OCCASIONAL NEWSLETTER ON DEVELOPMENTS AT CSU

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Board of Governors adopts proposals on new CSU structures

The Board of Governors of Charles Sturt University, at its meeting at the University of New South Wales, Kensington, on November 14, has adopted a number of recommendations from the Vice-Chancellor, Professor C D Blake, on the administration of the University.

Opening the first meeting of the new Board of Governors, the Chancellor, Mr David Asimus, said Charles Sturt University had a lot to be proud of. It was a challenge for all members of the Board to achieve the objective of serving the community.

Opening discussions on his recommendations for the administration of the University, the Vice-Chancellor, Professor Blake, said he had made a number of adjustments reflecting comment from staff and the community, and he believed the adjusted recommendations would have wider appeal. (See Page 3)

He said his proposals "emphasised the oneness of the University, building something that is academically credible and cost efficient".

Prior to considering the proposals, the Chancellor called for comment from the Board of Governors.

He said he supported the document but added it was important to move quickly towards achieving cohesiveness.

The structure, he said "will enhance academic performance and will also allow the Board of Governors to meet its responsibilities."

The three Principals gave support to the document, describing it as thorough and illustrating what had to be done.

Congratulating the Vice-Chancellor and his committees on the thoroughness of the past few weeks of discussions, academic staff representative on the Board, Mr Tom Watson, said many of the problems that had arisen could have been avoided if the Vice-Chancellor's

proposals had been as a result of direction from the Interim Board.

Vice-Chancellor of the University of NSW, Professor Michael Birt, stated: "I have no doubt the arrangement is a workable one, but for staff morale and confidence, for public statement and recognition, the recommendations need to be endorsed and we need to get on with it."

In his report to the Board, Professor Blake said he had accepted the statutory requirements of the Charles Sturt University Act and recognised the geographic separation of the Members.

WHAT'S NEXT?

With the Board of Governors' decisions of November 14, the next steps in the restructure of CSU are already under way.

•After November 15, advertisements are to be placed for the positions of Deans of Faculties, and Executive Directors of the Divisions of Financial Services, Information Technology, Educational Services, and the position of University Librarian. People interested in these positions should watch for the internal advertisements.

•Letters have gone from the Vice-Chancellor to all Principals and Executive Directors requesting proposed structures and establishments.

•A series of advertisements will then be circulated for designated positions arising from this information.

"New Directions" is an occasional newsletter designed to keep staff informed on organisational developments and proposals on the structure of Charles Sturt University. The new academic and administrative structures will be introduced from January 1, 1991, as far as practicable, while the Vice-Chancellor has foreshadowed that some changes could take several months. This newsletter will be produced, as needed, to keep staff up-to-date on developments and progress.

Under these circumstances, he said: "I deem the University to be a single legal and administrative entity, whose constituent parts (called "Members") are joined in an inter-connected system (called "network") by academic and administrative procedures which enable the Members to interact, share resources and participate in cooperative activities to their mutual benefit and the greater benefit of the University, its staff, students and communities.

"Indeed, it is by this interaction, sharing and participation in cooperative activities that the potential strength of the University can be more than the aggregation of the strengths of each Member.

"These networking arrangements enable the University to function as a union of several Members (called "federation"). In such a federation, the Members, in the interests of efficiency and effectiveness, agree on those functions that should be handled at one Member on behalf of all Members and on those functions that can be replicated at more than one Member without loss of efficiency. This to me is the essence of 'federation'."

The Vice-Chancellor will institute a full review of the operation and effectiveness of the new arrangements by no later than December, 1993.

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FIVE FOUNDATION FACULTIES

Five foundation faculties are to be established in Charles Sturt University.

These Faculties, and their constituent Schools, will be:

•FACULTY OF ARTS

Communication and Liberal Studies (CSU-Mitchell)
Creative Arts (CSU-Murray)
Humanities and Social Sciences (CSU-Riverina)
Social Science and Welfare Studies (CSU-Mitchell)
Visual and Performing Arts (CSU-Riverina)

•FACULTY OF COMMERCE

Business and Public Administration (CSU-Mitchell)
Business (CSU-Murray)
Commerce (CSU-Riverina)

•FACULTY OF EDUCATION

Education (CSU-Riverina)
Teacher Education (CSU-Mitchell)

•FACULTY OF HEALTH STUDIES

Nursing and Health Administration (CSU-Mitchell)
Nursing (CSU-Riverina)

•FACULTY OF SCIENCE AND AGRICULTURE

Agriculture (CSU-Riverina)
Applied Sciences (CSU-Mitchell)
Applied Sciences (CSU-Murray)
Information Studies (CSU-Riverina)
Science and Technology (CSU-Riverina)

The Executive Officer of each Faculty will be a Dean of the Faculty, with the foundation Deans to be appointed by the Board of Governors on the recommendation of the Vice-Chancellor.

In recognising the geographical spread and stages of development of the Members of the University, in the first

instance at least two Deans of Faculties will be located at CSU-Mitchell and two Deans of Faculties at CSU-Riverina. As far as practicable, the office of the Dean shall not be permanently located at any particular member.

The Board of Governors agreed Deans of Faculties may be appointed to hold office for up to three years and shall not

normally serve for more than two consecutive terms.

The Schools established within the University are deemed to be the primary academic units to comprise the Faculties.

Each School will be located at a single Member and will belong to only one Faculty.

Senior Management

A number of senior officers of CSU are to assume University-wide responsibilities.

According to Vice-Chancellor, Professor Blake, this is an important strategy "for building a cohesive and stable institution, the Members of which are more likely to enjoy mutual confidence and trust. It is also an effective way to decentralise the administration of the University without loss of efficiency."

Under this senior management structure, the portfolio of responsibilities will include:

Deputy Vice-Chancellor (Academic): Academic coordination and development (through the Deans of Faculties); Research; Postgraduate Studies.

Deputy Vice-Chancellor (Academic Services): Library Services; Equity and Equal Opportunity; University Archives; Other responsibilities to be assigned.

Pro Vice-Chancellor: Academic support systems for students; Educational quality; Academic staff development; Liaison with La Trobe University.

The Vice-Chancellor shall review University-wide duties from time to time and may, in the light of the assignments, propose changes to the titles to the Board of Governors.

The title of Professor of the University has been conferred on the Vice-Chancellor, the Deputy Vice-Chancellors and the Pro Vice-Chancellor.

In addition to the Principals, the Vice-Chancellor will be assisted in the management of the University by a number of Division heads.

The Vice-Chancellor will also establish advisory committees to assist him in the planning and management of the University. These are additional to committees established by the Board of Governors and Academic Senate.

"Logical units" are brought together

The five faculty model "brings together in the most logical way academic units with the greatest affinity."

This is the view presented by Vice-Chancellor, Professor C D Blake, to the Board of Governors. He has also described it as a model which is the least disruptive of present groupings.

Only the School of Education at CSU-Riverina will be divided with its nursing courses going to the new Faculty of Health Studies.

Says Professor Blake: "All Faculties will be large enough to be efficient administrative units and be sufficiently diverse to provide for genuine academic interaction and inter-disciplinary pursuits."

Support to come from 15 Administrative Divisions

A total of 15 Administrative Divisions has been established to support the work of the Faculties and Schools of the University including Research.

Twelve of these Divisions will provide service and support across the University and three will be Member-specific.

The Divisions, like the Faculties of the University, are to be identified as primary cost centres and will be characterised by receiving a one-line operating budget and by deploying conditionally, their own staff establishments.

The Chief Executive Officers of the Members will each administer two Divisions - one as Deputy Vice-Chancellor or Pro Vice-Chancellor and which will have University-wide

responsibilities and the other as Principal and be Member-specific.

In respect of the latter Divisions, it is expected that the Assistant Principal at the Member will have the day-to-day carriage of responsibility.

Functions in the Divisions of the three Members shall include residences, catering, buildings and grounds, supply and transport, cleaning, mail, sports academies where appropriate, and conservatoria.

Most Divisions will be represented at each Member and will provide the full range of services needed at the Member.

A new Division to handle Communications

A Division of Information Technology has been established to take responsibility for the University's communications systems.

The Division's headquarters will first be at Wagga Wagga, with its Executive Director reporting to the Vice-Chancellor.

The Division will be responsible for the planning, installation, operation and maintenance of integrated communications systems, including electronic mail, voice mail, AARNet and other high speed data links, video conferencing, PABX systems and Fax machines. In addition, the Division will be responsible for the provision of computing services at each Member for both academic and administrative uses.

According to Professor Blake, the systems should enable officers of the University and members of committees to communicate conveniently, effectively and cheaply.

"My hope is that after December 1990 when these communication systems are fully operational, the need for staff to move between the Members will be reduced significantly and the University can be effectively administered as a single entity," he told the Board.

The Vice-Chancellor said communication and computing technology was a major expense for CSU and was central to the successful operation of the federated network University.

"A high degree of integration and central control of the planning and operation of the systems is essential.

"I believe that it would be improper to locate these vital activities in another Division of the University, particularly within a Division that may be a client.

"I also recognise that there must be a strong presence of this Division at each Member," the Vice-Chancellor told the Board of Governors.

Changes through consultation

Recognising the recommendations for the administration of CSU would have wider appeal if adjustments were made, Professor Blake has incorporated many of the suggestions made during the recent consultation process at the three Members. Other changes were initiated after discussions at the Board of Governors meeting.

Some of the changes from the paper presented to the Board are noted below:

- The name of the Faculty of Nursing and Health Administration has been altered to the Faculty of Health Studies.
- The Dean of Faculty becomes the Executive Officer of the Faculty. The significant change is that the Dean will be appointed by the Board of Governors on the recommendation of the Vice-Chancellor, after advertisements in the first instance within the University.
- The term of the Dean of Faculty has been reduced to 3 years and a Dean shall not normally serve for more than two consecutive terms. An addition is that Deans will not hold the concurrent position of Head of School, but will be expected to contribute to the teaching and/or research of their school.
- Heads of Schools shall not normally serve for more than two consecutive terms.
- The Heads of Schools nominating committee has been deleted.
- It was agreed to note the need for substantial delegation to Heads of Schools to enable them to administer the Schools for which they have responsibility.
- The Board of Governors agreed to delete reference to the composition of the Vice-Chancellor's Advisory Committee, the University Planning Committee and the Budget Advisory Committee. Membership of these committees will be determined later.
- The Capital Planning and Design Office will have line authority to the Assistant Principal, CSU-Riverina, but will provide a University-wide service.
- Added to recommendations regarding delegations was a requirement that the Division of Planning and Development monitor the exercise of these delegations in achieving maximum efficiency.

The role of the Division of Financial Services

A University-wide Division of Financial Services is planned, with Finance Offices at each Member.

The Office of the Executive Director is to be located at Wagga Wagga and will be responsible to the Vice-Chancellor.

As the principal finance office of the University, the Division of Financial Services will have major roles in:

- *interaction with external agencies on University funding;
- *claiming of funds against approved submissions, eg Capital Grants;
- *development of funds allocation principles/methodology;
- *development and management of budgets;
- *systems and policy/procedure developments to achieve rationalisation;
- *receipt and banking of funds;
- *debtors control;
- *payment of salaries and University creditors;
- *investment of funds;

- *valuation of assets;
- *maintenance of accounting records; and
- *purchasing.

It has been pointed out that it may take some time to effect rationalisation of financial services, but the Executive Director of the Division will be expected to work towards the goal of common systems and procedures as quickly as possible.

It has been stressed that staff will NOT be required to relocate from one Member to another unwillingly. Where a member of staff applies successfully for a position advertised internally or externally and is located at another Member, normal relocation expenses shall apply.

TOWARDS AN OPEN LEARNING INSTITUTE?

The Board of Governors has supported a proposal to consider introducing an Open Learning Institute at CSU.

As one of the 15 Administrative Divisions to support the work of Faculties and Schools, the proposed Open Learning Centre (OLI) would incorporate the Distance Education Centre, including the Division of External Studies at CSU-Riverina and the Distance Education Resource Centre at CSU-Mitchell, University "Outreach" activities, non-credit continuing education as well as a range of activities in the area of industrial and professional training.

Because Distance Education which is evolving nationally into Open Learning is so important, Vice-Chancellor, Professor Blake has commissioned a special report from Professor Richard Johnson of the Australian National University.

When that report is received, the Vice-Chancellor will give detailed advice on the activities, administrative structure and staffing of the proposed OLI to the Board of Governors.

