**Professor Mike Brooks SEE HIGHLIGHTED PARAGRAPH BELOW**

Deputy Vice Chancellor Research

The University of Adelaide  
North Terrace Adelaide

SA 5005

Dear Professor Brooks,

**Re: Cooperative Research Centre for Managing Complex Projects and Programs**

I am writing to you to invite the University of Adelaide to become an Essential Partner of the Cooperative Research Centre for Managing Complex Projects and Programs (CRC for MCPP).

Contemporary research has found that only 40% of projects are successfully completed on time and to budget. Human factors have been identified as the main barriers to success, while 35% of major projects studied severely underestimated the degree of complexity they faced.

Traditional project management methods, with their linear and probabilistic assumptions, are not sufficient to return the benefits expected from investments by corporate and government organisations in large and complex projects characterised by high degrees of ambiguity and uncertainty, and the complexity of multi-party collaboration.

The International Centre for Complex Project Management (ICCPM), University of Technology Sydney, Queensland University of Technology, and University of Sydney in conjunction with industry and government partners have come together to seek funding under the 16th CRC round to establish a Cooperative Research Centre (CRC), titled “Managing Complex Projects and Programs” .

We are also well advanced in finalising the inclusion of the Australian National University and Curtin University in the CRC bid and have placed a limit of 6 core University Essential Participants. The University of Adelaide is the final core University being invited to participate.

The issues of complexity in project and program management are manifest in all sectors, whether that being defence and aero-space, infra-structure, health or resources and energy. We have run a series of CEO breakfasts and industry workshops to engage the industry sectors and our core research team are currently scoping the research programs and initial key projects, whilst the industry engagement continues.

A significant part of the future research agenda will centre on the Systems Sciences. We are aware that arguably the leading luminary for this nation in Systems Sciences and Complex Systems, Professor Ockie Bosch, recently moved to the University of Adelaide and regard the inclusion of Professor Bosch in the CRC as an essential corner stone of our bid. For this reason, we are inviting the University of Adelaide as the South Australian preferred University and have involved Professor Bosch in a series of activities to assist in shaping the research agenda for the CRC. During these workshops and meetings he has lived up to his international reputation and has become highly valuable in the contributions he is making.

Given the deadlines associated with the preparation of bid documentation there is an urgency to finalise our essential participants and involve them in final bid preparation. Accordingly, the early confirmation of the University of Adelaide’s participation would enable the continued involvement of Professor Bosch in the bid preparation.

Should you need more information about the terms and conditions in participating in the bid, please contact Warwick Watkins, Interim Chair of the CRC for MCPP at [warwickwatkins@gmail.com](mailto:warwickwatkins@gmail.com) or Stephen Hayes, Interim CEO of the CRC for MCPP at [ceo@iccpm.com](mailto:ceo@iccpm.com).

We look forward to hearing from you,

Yours Sincerely,

 

**Warwick Watkins** **Stephen Hayes**

Interim Chair Interim CEO, CRC for MCPP

CRC for MCPP Managing Director and CEO, ICCPM

18 February 2013

CC: **Professor Christopher Findlay**

Executive Dean

Faculty of the Professions

The University of Adelaide