For the Public Good

We are a university of the land and people of our regions. True to the character of regional Australia we have gumption, we have soul and we collaborate with others. We develop holistic, far-sighted people who help their communities grow and flourish.

Acknowledging the culture and insight of Indigenous Australians, CSU’s ethos is clearly described by the Wiradjuri phrase: ‘yindyamarra winhanga-nha’ (‘the wisdom of respectfully knowing how to live well in a world worth living in’).

Harnessing technology, we thrive as a distributed yet connected community, welcoming and engaging with people across Australia and the world.

Our students:

• flexible access to professional education regardless of background or location
• a qualification and high level of employability for a new career, career advancement or change
• the knowledge, skills, attitudes, habits and professional networks for a successful life and career
• the ability to operate across cultures, spaces and places and with a variety of professions
• critical thinking and ability to influence the world for the better
• an engaging, responsive experience that creates a lifelong sense of connection and belonging to our community.

Our regional communities:

• a University whose courses, graduates and research help them to thrive and prosper economically, socially and environmentally
• improved educational outcomes and lives for Indigenous, regional, rural and remote Australians.

Our professional and academic communities:

• a globally networked university, dedicated to scholarship, research and practice and which helps to shape the future of the professions.

Ourselves:

• to extend our ‘One University’ philosophy into a truly connected community
• to be recognised as the national leader, and a significant international player, in practice-based and distance education
• to be national research leaders in areas relevant to our communities and to be recognised internationally in areas of research strength
• to learn from and improve our practice
• to value our staff for their contributions to the university and ensure they have opportunities to grow, develop and innovate.

And our evidence of success towards these objectives will be improvements in:

• proportion of Indigenous Australian and low SES students
• graduates from rural and regional areas commencing employment in the same area
• market share of students studying from CSU regional footprint
• contribution to regional employment and gross regional product
• scholarly and professional engagement
• successful research that influences and informs our communities, the professions and others.

• overall educational experience, skills development and sense of belonging measures for later year students.
• graduate overall satisfaction, good teaching experience and proportion in full-time employment
• alumni engagement.

• national market share in distance education and recognition of our online environment
• students with work related knowledge and skills
• research income and quality and quantity of research outcomes
• HDR student load
• staff climate survey results
• proportion of Indigenous Australian staff and women in senior positions
• operating surplus.
To achieve these objectives, we will focus on the following Strategic Priorities over the next three years

In Curriculum Learning and Teaching, we will:
- increase student engagement through well-designed, responsive and timely online and face-to-face interaction
- implement key actions from a new Curriculum Learning and Teaching Plan focused on innovation
- identify most effective and sustainable programs targeted at progress and retention and focus on these from 2014
- introduce a leading learning management system and educational technologies, integrated with other student systems plans, and considerate of student and staff support and change management requirements.

And measure this by:
- relevant quality of teaching, engagement and responsiveness survey results
- students with work related knowledge and skills
- the proportion of courses and subjects adhering to the CLT plan
- student attrition and progress rates
- quality of the online environment.

In Research and Research Education, we will:
- develop a narrative about how our research contributes to the social good of our communities
- develop and promote our research concentrations to strengthen the CSU research profile
- purposefully resource and manage areas of research strength so they are expected to be in the top 50% national ranking, and maintain or gain a performance that equates to ERA ratings of 4 and 5 by 2016
- improve research participation and output by investing in Faculty Research Compacts
- improve the HDR student experience through emphasis on good supervision.

And measure this by:
- successful research that influences and informs our communities, the professions and others
- research income and output measures
- research quality assessment outcomes
- proportion of staff contributing to research outputs
- HDR student load, completions and overall satisfaction.

In Partners and Relations, we will:
- ensure our academic partnerships align with CSU values and goals, are viable, sustainable and of high quality
- strengthen our capacity to engage with government and influence public policy
- improve consistency and coordination of engagement with regional communities through Heads of Campus
- improve consistency and engagement with professional and employer groups.

And measure this by:
- measures to be developed in 2013 including alumni engagement.

In Indigenous Education, we will:
- complete recruitment of the Indigenous Academic Fellowships and increase our employment of Indigenous staff in general
- implement cultural competency training for all staff
- ensure all UG programs incorporate Indigenous Australian content consistent with the Indigenous cultural competence pedagogical framework
- maintain national leadership in this area.

And measure this by:
- programs with Indigenous content
- staff who have completed training
- proportion of Indigenous Australian academic staff and students.

In Sustainability, we will:
- move to carbon neutrality by 2015
- continue to aggressively pursue energy efficiency
- implement a recognised framework to manage, measure, improve and promote our sustainability performance
- celebrate our leadership in this area as an example to others
- encourage and assist organisations in our regional communities to achieve their sustainability goals.

And measure this by:
- our carbon footprint and relevant energy indices
- performance against indexes in the new framework.

And ensure they are underpinned by actions in these Strategic Enablers

For People and Culture, we will:
- ensure clear leadership and committee responsibilities for complex changes
- bed down academic workload management practices and new organisational structures
- recruit and develop leaders and managers to change culture, innovate and adapt in a complex and competitive environment
- implement the HR enabling plan to ensure a diverse, safe, engaged and progressive workforce and culture.

And measure this by:
- staff climate survey results for Passion and Progress
- proportion of Indigenous Australian staff and women in senior positions.

For Information, we will:
- establish a centralised business intelligence function and community of practice with the responsibility to enhance our business intelligence, reporting capabilities and support to ensure effective organisational decision making and performance monitoring.

And measure this by:
- measures to be developed in 2013.

For Infrastructure – Physical and Virtual, we will:
- ensure infrastructure is optimised for student engagement, responsive to changing needs and aligned with or extends our capacity to achieve our strategic goals
- develop an online environment that connects our students and staff and helps promote innovation with our other communities.

And measure this by:
- successful outcomes of projects within approved capital plans
- engagement with the online community by staff.

For Financial and Operational Stewardship, we will:
- review the budget format to give a more transparent view of our financial operations
- instigate improvements to operations and internal services to reduce cost and improve effectiveness and efficiency.

And measure this by:
- operating surplus
- cost saving of operational changes
- a 10-year financial plan.
Our values

**Collaborative** – we believe we are at our best when we work together with others to achieve mutual goals.

**Student centred** – we recognise that delivering an excellent student experience is central to our success. We listen to our students to understand their individual needs. We work to make a real difference in our students’ lives.

**Agile** – we recognise that our environment and the needs of our students, professions, communities and staff are constantly changing and we continually refine and adapt to these differing and changing needs.

**Agents of change** – we think differently and look beyond the obvious. We ask ‘why’ and ‘why not’. We constantly strive for new and better ways to achieve our goals. We make things happen.

**Reliable** – we are consistent, trustworthy and dependable. We set realistic aspirational goals and we strive to achieve them.

**Inclusive** – we recognise that we achieve better outcomes when we embrace and respect the different views, cultural backgrounds and abilities of all staff, students, graduates and external communities.

Our logo

Our logo is inspired by components of the Charles Sturt University Coat of Arms encapsulating references to Sturt’s Desert Pea, a book and a shield.

By blending these elements together, the logo communicates:

- an emphasis on an outcome – growth, flourishing and prosperity
- strength and support from togetherness
- fluidity and flexibility

‘You + CSU’ communicates the essence of what makes us unique and different. It represents our corporate and brand values, and illustrates the relationship between the individual and the university, by contextualising CSU as the enabler.

Acknowledgement of country

We would like to acknowledge the Wiradjuri, Ngunawal, Gundungarra and Birpai (or Biripi) peoples of Australia, and the Haudenosaunee peoples of Canada, who are the traditional owners and custodians of the lands on which CSU’s campuses are located, and pay respect to their Elders both past and present.

Contact

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