Charles Sturt University

University Strategy
2013-2015

YOU+CSU

Professor Andrew Vann
Vice-Chancellor and President

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.

Objectives for

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.

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.

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.

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 system 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 Internationalisation, we will:

- internationalise the curriculum across all courses
- internationalise our regional campuses to be preferred destinations for international students
- pursue international DE markets
- increase undergraduate student international experience
- promote activity that directly supports or leverages off CSU in Ontario
- identify and pursue strategically important international research partnerships and networks
- capitalise on the opportunities of the Asian Century.

And measure this by:

- proportion of courses internationalised
- international student load on regional campuses and by DE
- undergraduate students undertaking international experience
- effectiveness of strategic international research partners and networks and relevance to mission.

In Courses and Campuses, we will:

- introduce Engineering, Medicine and Regional Creative Industries and languages
- in consultation with our communities, develop a regional and campus strategy that articulates the CSU Model and maps out discipline and course profile futures for our campuses and distance education.

And measure this by:

- national market share in distance education
- market share of students studying from CSU regional footprint
- student load indicators
- graduates from rural and regional areas commencing employment in the same area.

In Service, Support and Communication, we will:

- implement significant service quality improvements focusing on interactions with students as a priority
- ensure we lead the sector for the student 'recruitment to arrival' experience (application to census date)
- establish functional responsibility for supporting clear, consistent, targeted and consolidated student communication practice across the organisation.

And measure this by:

- relevant first-year student survey results and other measures to be developed in 2013.

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.

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:

- revise 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

Charles Sturt University

'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.

YOU + CSU

Acknowledgement of country

We would like to acknowledge the Wiradjuri, Ngunawal, Gundungarra and Biripai (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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This document and the planning framework

This document is the key strategic planning document for CSU. It builds upon the best parts of our work over the last few years and is intended for internal use to guide and assist CSU staff in their work and efforts towards the future.

Page 2 provides a relatively enduring narration of CSU – who we are, who we are here for, our objectives and how we will measure our success. The Vice-Chancellor is responsible for these outcomes and reports the University's progress against these objectives and measures to the University Council.

Page 3 frankly and honestly articulates the priorities we need to action across the University over the coming 2-3 year period to achieve the objectives. This is not an inclusive list of all the things to be done in this period – it names the ones that will make the biggest impact.

A Senior Executive Committee member is responsible for each of these priorities, and each will have a more detailed sub-plan in a similar format to this overarching document. Implementation of our priorities will be monitored through the respective oversight committees, while overarching performance will be monitored by the Planning and Strategy Committee.

An electronic version of the document is available at **www.csu.edu.au/division/plandev/strategy/2013_2015/** along with a link to more detailed information on our performance measures and targets that will be further developed through 2013.