



University Strategy

CHARLES STURT UNIVERSITY

2007-2011

FOR THE PUBLIC GOOD



Dear Colleagues,

Thank you for your contribution to the University Strategy 2007-2011, which was endorsed by University Council in December 2005.

This achievement represents the culmination of University-wide discussions and consultation that began with the release of my paper, A University for the Next Twenty Five Years, in March 2005.

I believe the University Strategy 2007-2011 enables us to define our own future and embrace opportunities that will arise in the rapidly changing international higher education environment.

The University Strategy 2007-2011 and a timeline of the actions to be taken by the University to manage the change are attached. In 2006 we will use these timelines in alignment with the existing planning and budget processes to ensure we are ready to implement the strategy in 2007.

I encourage you to engage with the University Strategy 2007-2011, discuss it with your colleagues and ask questions to assist you with understanding how you can contribute to the University's future through this strategy.

Thank you for your ongoing contribution to the University and our future, I look forward to working with you to help make the CSU vision a reality.

IAN GOULTER
VICE-CHANCELLOR
January 2006



CHARLES STURT UNIVERSITY

csu



VISION

A national university for excellence in education for the professions, strategic and applied research and flexible delivery of learning and teaching

VALUES

Charles Sturt University values:

- Intellectual independence and freedom of inquiry
- The discovery, refinement, preservation and dissemination of knowledge
- Engagement with professions and communities through responsiveness, partnerships and inclusiveness
- Social justice including ethical practice and global citizenship
- Economic, social and environmental sustainability, including the responsible stewardship of resources, and
- Its staff and students, their well-being and development

MISSION

As a national university, Charles Sturt University's mission is:

- To provide distinctive educational programs for the professions that prepare students for work and citizenship
- To conduct strategic and applied research which is nationally and internationally recognised
- To lead in the quality provision of flexible learning and teaching, and
- To enhance its communities, which include:
 - Rural and regional Australia
 - Indigenous Australians
 - The professions, industries and students for whom we provide research and education, and
 - National and international institutions, scholars and researchers with whom our staff and students are linked

University Strategy

2007 - 2011

KEY OBJECTIVES

As an innovative national leader in Australia, Charles Sturt University will:

Provide distinctive educational programs for the professions that prepare students for work and citizenship and which:

- Are recognised by, and developed in collaboration with, the professions, particularly through practicum placements
- Are accessible to students who have the capacity for university study
- Foster ethical practice
- Promote international understanding including opportunities for international exchange, and
- Maintain high levels of satisfaction among graduates, employers and the University's communities

Conduct strategic and applied research of an international standard which:

- Creates new knowledge
- Is applied for the benefit of our communities
- Is responsive to emerging opportunities and challenges
- Enhances collaboration with industry
- Develops partnerships with professions, communities and other researchers
- Facilitates opportunities for linkages with learning and teaching, and
- Focuses on agricultural sustainability, applied philosophy and public ethics, public and contextual theology, complex systems and professional practice

Continue to lead in the quality provision of flexible delivery of learning and teaching which:

- Is supported by well-researched curriculum and teaching methodologies
- Uses research and technology to be flexible and responsive to student needs and feedback
- Provides shared learning spaces and teaching experiences for students on and off campus, and
- Builds communities of learning especially amongst dispersed students

Continue to build institutional strength, reputation and sustainability by:

- Adhering to the concept of 'One University'
- Creating a culture that is responsive to organisational change and renewal
- Aligning institutional values, planning and performance through commitment to quality and continual improvement
- Ensuring ethical and effective governance practices and the responsible stewardship of resources
- Forming collaborative networks and alliances with other institutions, and
- Attracting, retaining and developing committed, high quality staff and empowering them within a positive work environment



TIMELINES

TIME	ACTION
FEBRUARY	<ul style="list-style-type: none"> ■ Announce and distribute University Strategy 2007-2011 and implementation timeline to all staff, University Council and Regional Consultative Committees ■ Draft key outcomes and performance indicators for University consultation ■ Report to University Council
APRIL	<ul style="list-style-type: none"> ■ Report to University Council
MARCH-JUNE	<ul style="list-style-type: none"> ■ Develop five-year University Plans in consultation with Faculties/Divisions, key committees and forums for approval by Academic Senate and the Vice-Chancellor (see diagram below) ■ Examine University Plans for risk, opportunity, marketing and consistency
JUNE	<ul style="list-style-type: none"> ■ Report to University Council
JULY-AUGUST	<ul style="list-style-type: none"> ■ Publish five-year University Plans (see diagram below) ■ Provide guidelines and facilitation support to Faculties, Schools and Divisions to develop their annual operational plans that align with the University Strategy and associated five-year University Plans ■ Where necessary align University structures and processes with the University Strategy through the five-year University Plans
SEPTEMBER	<ul style="list-style-type: none"> ■ Faculties and Divisions present draft annual Operational Plans to Vice-Chancellor's Forum ■ Report to University Council
EARLY OCTOBER	<ul style="list-style-type: none"> ■ Annual operational plans and associated budgets are presented to SEG/Planning committee
MID NOVEMBER	<ul style="list-style-type: none"> ■ University-wide conference 'Maximising Opportunity and Managing Risk' for leaders and managers to showcase all plans and future directions
DECEMBER	<ul style="list-style-type: none"> ■ Presentation to University Council
PUBLIC ANNOUNCEMENT OF PLANS AND BUDGETS	

University Strategy:
Change irregularly, review at five years

UNIVERSITY STRATEGY

University Plans:
Develop every five years

TEACHING AND LEARNING

STUDENT EXPERIENCE

RESEARCH

INFRASTRUCTURE
MANAGEMENT

FINANCIAL
MANAGEMENT

PEOPLE
MANAGEMENT

INFORMATION
MANAGEMENT

INTERNATIONALISATION

WORK PROCESS
IMPROVEMENT

STAKEHOLDER AND
COMMUNITY RELATIONS

Annual Operational Plans:
Develop yearly

FACULTY/DIVISION ANNUAL
OPERATIONAL PLANS