



University Strategy 2011-2015



FOREWORD

Dear Colleagues

Thank you for your contributions to the University Strategy 2011-2015, which was endorsed by University Council at its meeting in December 2010.

The Strategy builds on, and consolidates, our achievements and successes over the last decade.

I believe the University Strategy 2011-2015 enables us to define our own future and benefit from the significant opportunities that will arise in the higher education environment over the next five years.

The new University Strategy 2011-2015 coincides with the launch of the new University brand. The new brand, which includes a new visual identity and corporate logo, will help us to communicate, consistently and clearly, the unique vision and values of the Strategy to our stakeholders.

I encourage you to engage with the University Strategy 2011-2015, discuss it with your colleagues and our communities, and ask questions to enable you to understand how you can actively contribute to the University's future through this Strategy.

Thank you for your ongoing contribution to the University and our future. Building on our track record of success and innovation, I am confident that working together with our communities we can make the Charles Sturt University vision a reality.

IAN GOULTER

Vice-Chancellor and President
14 February 2011

University Strategy 2011-2015

OUR COMMITMENTS

Charles Sturt University is committed to excellence, integrity and sustainability in teaching and research for:

1. **Our students**
2. **Our professions**
3. **Our communities**
4. **Our staff**

Charles Sturt University is a confident and forward-looking university. We demonstrate our values in everything we do because we believe this enables us to meet these commitments and achieve our mission.

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 STRATEGY

Charles Sturt University will meet its commitments regionally, nationally and internationally by focusing on:

- an enriching and supportive **Student Experience** for its diverse range of students
- a **Course Profile** that reflects student demand and meets workforce needs
- **Research** that creates new knowledge and practice.

We will provide an enriching and supportive **Student Experience** through an emphasis on:

- excellent teaching facilitating a high quality student learning experience
- support and services for students
- physical facilities and information and communication technologies (ICTs) that optimise student engagement.

Our **Course Profile** will reflect student demand and meet workforce needs by:

- supporting the aspirations of students and communities for participation in higher education
- providing high quality graduates who meet professional workforce needs
- strengthening Australia's participation in the international community.

We will conduct **Research** that:

- creates new knowledge and practice
- focuses research strengths at the University in internationally recognised areas
- promotes research training
- enhances our research culture.



COURSE PROFILE PLAN

Charles Sturt University will offer a Course Profile that reflects student demand and meets workforce needs through:

1. Supporting the aspirations of students and communities for participation in higher education by:

1.1 refinement of our course profile to meet student demand

1.2 making our courses available in off campus mode, supported by high quality learning platforms

1.3 strengthening our network of regional campuses and study centres

1.4 providing diverse pathways to our courses and strong cross-sectoral linkages

1.5 implementing strategies that support successful participation in Indigenous communities, and remote and isolated communities.

2. Providing high quality graduates who meet professional workforce needs by:

2.1 refining the scope of the course profile to include fields of professional workforce shortage

2.2 expansion of the profile of professional courses available in flexible modes and off campus settings

2.3 meeting and exceeding professional accreditation standards

2.4 embedding workplace learning within our curriculum

2.5 achieving good employment outcomes for our graduates

2.6 retention of graduates within our communities

2.7 achieving strong links to high quality professional practice in teaching and research

2.8 providing post-initial qualification programs that support professional development.

3. Strengthening Australia's participation in the international community by:

3.1 offshore (transnational) offerings of our courses

3.2 including international learning experiences within courses

3.3 expanding opportunities for international students to study courses in Australia

3.4 providing courses that support collaboration in international education for social development.



Measures of the quality and success of the COURSE PROFILE

Charles Sturt University will use the following indicators to monitor the quality and success of its course profile:

1. Quality

- courses meet (proposed) national discipline benchmarks
- courses gain/maintain relevant professional recognition
- courses show strong links with research and/or creative activity and high quality professional practice

2. Meet aspirations

- student load
- increase in participation from Indigenous, remote and isolated and low SES communities, including courses with competitive entry
- increase in fields of study available in flexible and off campus modes

3. Workforce needs

- in top 10 Australian universities for graduate employment
- retention of graduates in regional employment
- increase in load in post-initial qualification programs
- courses show strong links to employers

4. Cross-sectoral collaboration

- maintain proportion of commencing undergraduate students entering Charles Sturt University on the basis of TAFE qualifications

5. International

- increase in international student load
- increase proportion of students undertaking international experiences
- number of collaborations for social development

Plans (and related Strategy documents) that are linked to the Course Profile Plan include:

- Indigenous Education Strategy
- International Strategy
- TAFE Collaboration Strategy
- Resource Plans (Budget, Capital, Initiatives).



RESEARCH PLAN

Charles Sturt University will conduct Research that:

1. Creates new knowledge and practice that:

- 1.1 is of high quality and increased quantity
- 1.2 creates solutions for the benefit of our communities locally, nationally and internationally
- 1.3 is ethical and sustainable
- 1.4 informs disciplines and the professions
- 1.5 informs the University's Course Profile
- 1.6 supports skills development.

2. Focuses research strengths at the University in internationally recognised areas that:

- 2.1 include national research priorities
- 2.2 contribute to the international community of scholars
- 2.3 invite/attract strategic collaboration
- 2.4 demonstrate an elevated level of performance.

3. Promotes research training that:

- 3.1 attracts excellent students
- 3.2 facilitates student success
- 3.3 provides excellent supervision
- 3.4 builds and promotes research integrity
- 3.5 contributes to the future research workforce and the professions.

4. Supports a research culture that:

- 4.1 fosters ethical research development and outcomes
- 4.2 creates national and international alliances
- 4.3 encourages participation in research
- 4.4 promotes research within and beyond the University
- 4.5 celebrates achievement.



Measures of quality and success in RESEARCH

Charles Sturt University will use the following indicators to monitor the quality and success of its research:

1. Overall research profile

- increased overall research performance, as measured by an aggregate of research income, publications/works, research student numbers and completions

2. Research quantity

- increased research publications and creative works
- increased numbers of teaching and research academic staff contributing to research publications and creative works
- increased external research income
- increased quality applications for external research grants

3. Research quality

- all disciplines at Charles Sturt University ranked at national average or above for research quality
- a majority of disciplines at Charles Sturt University ranked better than the national average for research quality
- a number of disciplines at Charles Sturt University ranked highly for research quality in Australia
- internationally recognised areas of research strength at Charles Sturt University in the top rankings for research quality in Australia

4. Research collaboration

- increase in the number of productive research collaborations with strong international partners
- increase in the number of large Australian consortium research projects in which the University plays a leading role

5. Research training

- increase in research student enrolments
- increase in timely research degree completions
- increase in eligible research student supervisors
- strong and positive overall feedback on research student satisfaction.



“I believe the University Strategy 2011-2015 enables us to define our own future and benefit from the significant opportunities that will arise in the higher education environment over the next five years.”

STUDENT EXPERIENCE PLAN

Charles Sturt University will provide an enriching and supportive student experience for its diverse range of students by:

1. Excellent teaching facilitating a high quality student learning experience through focus on:

- 1.1 innovative curriculum and content
- 1.2 expanded access to high quality workplace learning experiences
- 1.3 developing high quality graduates who are sought-after employees
- 1.4 flexible learning and effective delivery in a variety of modes of study and to diverse cohorts
- 1.5 responsiveness to students
- 1.6 close links with research, creative and professional activity
- 1.7 enhanced and innovative professional development programs for staff in learning and teaching.

2. Support and services for students through:

- 2.1 excellent service to all students, underpinned by a strong service culture
- 2.2 provision of a supportive social environment and high quality social amenities
- 2.3 fostering good citizenship including increased awareness of cultural knowledge and differences
- 2.4 professional development for staff in support/service provision and in cultural competence.

3. Physical facilities and information and communication technologies (ICTs) that optimise student engagement through:

- 3.1 student learning and social spaces that meet student needs, take account of evolving pedagogies and promote sustainability
- 3.2 easy access to relevant ICTs and online environments that are responsive to students' changing needs
- 3.3 engaging and supporting all students independent of mode or location
- 3.4 enhanced support for professional education by flexible learning.



Measures of the quality and success of the STUDENT EXPERIENCE

Charles Sturt University will use the following indicators to monitor the quality and success of its student experience:

1. Teaching and learning

Good teaching

- achievement of high ratings for teaching
- meeting University teaching standards
- scores for flexible learning and workplace learning above the national average

Progress and retention

- annual improvement in first year retention and progress rates at or above the national average across all modes
- annual reduction in undergraduate courses with poor retention
- improvement in progress rates in all Charles Sturt University disciplines
- retention and progress of Indigenous, low SES, isolated and remote, and international students equal to, or better than, that achieved overall by Charles Sturt University undergraduate domestic students

Staff development

- increase in national citations, grants, fellowships
- increase in proportion of academic staff with qualifications in university learning and teaching
- increase in academic staff participation in relevant professional development activities
- increase in general staff participation in relevant professional development activities

Curriculum

- implementation of Charles Sturt University Degree Principles
- all University disciplines meet Charles Sturt University benchmarks for research, creative or professional activity

2. Support and services for students

- adoption of Charles Sturt University Service Standards
- improvements in relevant key service metrics for all student service providers

3. Physical facilities and information and communication technologies (ICTs) that optimise student engagement

- reliability of the online environment
- implementation of the Current Student Web Experience project
- student engagement in use of ICTs
- continuous improvement of the online and mobile environment consistent with student needs
- development and refurbishment of learning and teaching spaces, social/communal/recreational spaces and student residences, consistent with student needs and environmental sustainability

4. Evidence of overall success in providing an enriching and supportive student experience

- increases in student assessment of Overall Satisfaction
- positive feedback from professions and employers of Charles Sturt University graduates.



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.

YOU + CSU

Contact

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Details on the Charles Sturt University Strategy 2011-2015 can be found online at:
www.csu.edu.au/division/vcoffice/strategy-structure.htm