



Charles Sturt
University

University
Strategy
2020-2030





Pathways to Wisdom

This artwork was specially commissioned to represent the locations of our campuses, the First Nations lands they sit on, our modes of teaching, the connections between staff and students and the pathways First Nations students take into and through the university.

Yindyamarra winhanganha

Our university ethos

We are privileged to have as our ethos the Wiradjuri phrase yindyamarra winhanganha. This phrase means the wisdom of respectfully knowing how to live well in a world worth living in. Together, we will strive to bring this ethos to life through our everyday actions and work. It should underpin everything we do – our commitment to our students, communities and stakeholders, and our interactions with each other.

We are still learning about yindyamarra winhanganha, and as a university and as individuals we will continually learn, grow and adopt this meaningful and inspiring concept. This applies to being respectful of current and past knowledges and sharing new knowledges for future generations.

When we connect our attributes with those of our peers, amazing things start to happen. We start to make a real difference to the lives of many – the colleagues we work with, the students who come to our university to explore their ideas and everyone who works with us to drive innovation and seek a better future.

Acknowledgement of Country

We respectfully acknowledge the traditional owners and custodians of the lands and waters on which we live and work together. Charles Sturt University and its staff pay respect to Elders within First Nations communities and acknowledge the continuity of cultures, languages, leadership and knowledge systems.

We acknowledge First Nations peoples' continuous connection to Country, recognising the unique, diverse identities and cultures of peoples in our communities, regions and nation.

As such, we value the collaboration to strongly position First Nations peoples in our university, through languages, leadership, cultures, knowledges, research and ceremonies.

Our vision

Charles Sturt is Australia's leading regional university. We are proudly shaping the future from our regions – where excellence, belonging and innovation thrive.

We exist to create opportunity, strengthen our regions, and contribute solutions to the challenges facing Australia and the world, guided by respect for First Nations peoples and their deep connection to Country.

Our impact will be clear: skilled graduates, research that makes a difference, partnerships that build stronger communities, and a university that champions regional Australia while contributing solutions of national and global importance.

Our regional advantage

- **Location with Purpose:** Our campuses and hubs are part of the communities – meeting places where education, research, business, and culture connect.
- **Partnerships that Matter:** We work alongside councils, health and education networks, agricultural groups, businesses and innovators, and First Nations communities to co-design real solutions.
- **Resilience and Innovation:** From water security to agriculture, digital futures to healthcare, our regions are living laboratories for innovation.
- **Community Connection:** Our regional approach enables us to engage and influence Australia wide.

Our students learn and lead locally. Over 80% of our regional graduates stay and work in their communities – growing local skills and economies, and shaping the future from the ground up.

Our research starts with regional priorities and delivers outcomes of national and global importance in health, education, agriculture, sustainability and regional development. By partnering with industry, community and First Nations peoples, we create knowledge that solves real challenges.

Our cultural, economic, and social responsibilities shape and strengthen our regions – through collaboration with our communities, meaningful engagement with alumni, and a strong commitment to fairness, resilience, and sustainability.

We walk alongside First Nations peoples – recognising their enduring connection to Country and role as Australia's first educators.

Our people – staff, students, and partners – are at the heart of our purpose. We foster a safe, inclusive, and innovative environment that nurtures belonging and wellbeing, supports success, and drives excellence.



Strategic focus areas

The University Strategy 2030 is built on four interdependent focus areas.



Students

To empower students to thrive in their careers and communities, by delivering flexible, inclusive, and industry-informed education that meets learners where they are.

Empowering every learner.

- We deliver flexible, inclusive learning experiences that adapt to diverse needs: domestic, and international. Online, on campus, and in community. Full time, part time, or varying when needed.
- We champion equity in student outcomes, ensuring all learners can succeed regardless of background and location.
- We prepare students for a future shaped by digital transformation, with skills in AI, ethics, and inclusive leadership.
- We provide support that helps students succeed, no matter their background or pathway.
- First Nations student success is underpinned by culturally safe pathways and support.



Research

To lead regionally focused research with global impact, by partnering with industry and communities to solve real-world problems and nurture the next generation of scholars.

Solving regional challenges with global impact.

- We lead research that begins with regional challenges and scales to deliver globally relevant outcomes.
- We work with industry, government and communities to co-design solutions based on our unique strengths in agriculture, water, health, environment, digital futures and education.
- We invest in people, ideas, and infrastructure to support researchers at every stage of their journey.
- We enable and champion research excellence led by and with First Nations peoples.
- We ensure research outcomes are accessible, equitable and deliver benefits for diverse communities.
- We emphasise translation of research, moving discoveries from the lab and field to the real world to generate measurable social, economic and environmental impact.



Social responsibility

To enrich the social, cultural, and economic fabric of our regions, by walking alongside First Nations peoples, developing partnerships and engaging key stakeholders to drive regional progress.

Standing with our communities and shaping a better future.

- We work with communities, industries, and governments to champion regional growth and opportunity.
- We advocate for what matters, lead with integrity, and help shape a more just, inclusive, and resilient future.
- We walk alongside First Nations peoples, learning from their wisdom and working together for shared success.
- We model sustainability that includes social and cultural dimensions – not just environmental.
- We embed inclusion and accessibility in all university operations and partnerships.
- We strive to operate in a financially sustainable manner to ensure our ongoing ability to deliver education and research for our regions.
- We encourage a philanthropic approach and engage our alumni for ongoing contributions.



People and enablers

To enable our people and systems to deliver on our purpose, by fostering a safe, inclusive, and innovative environment that supports staff success, student outcomes, and vibrant campuses.

Creating a culture of belonging and purpose.

- Together, we are building on our culture of collaboration, innovation, and excellence
- Our values – insightful, impactful, inclusive, and inspiring – guide how we work and grow together.
- We foster a workplace where people from all cultures feel safe, valued, and respected.
- We invest in inclusive leadership, wellbeing, and professional growth.
- We celebrate the diverse identities, strengths, and contributions of our people.
- We build teams that reflect the communities we serve and the values we uphold.

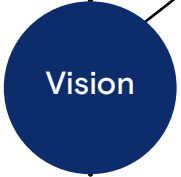
Strategic plan

Australia's leading regional university advancing the careers of our students, inspiring research excellence, and driving regional outcomes with global impact.



Yindyamarra winhanganha.
The wisdom of respectfully knowing how to live well in a world worth living in.

First Nations outcomes are everyone's business.



Students

To empower students to thrive in their careers and communities, by delivering flexible, inclusive and industry-informed education that meets learners where they are.

First Nations Students

To increase First Nations student success in higher education at all course levels, and prioritise cultural capability of all Charles Sturt students and graduates.

Research

To lead regionally focused research with global impact, by partnering with industry and communities to solve real-world problems and nurture the next generation of scholars.

First Nations Research

To invest in our First Nations researchers and enable excellence in First Nations research.



Social responsibility

To enrich the social, cultural, and economic fabric of our regions, by walking alongside First Nations peoples, developing partnerships and engaging key stakeholders to drive regional progress.

First Nations Engagement

To strengthen our community relationships through respect and reciprocity.

People and enablers

To enable our people and systems to deliver on our purpose, by fostering a safe, inclusive, and innovative environment that supports staff success, student outcomes and vibrant campuses.

First Nations People and enablers

To build a culturally intelligent institution that respects First Nations peoples, cultures and knowledges.



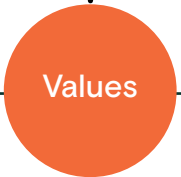
Insightful

Understanding people and the world



Impactful

Outcome driven



Values



Inclusive

Stronger together



Inspiring

Leading for the future





First Nations

Woven through the entire strategy is a commitment to improve First Nations education, research and engagement and to drive shared ownership of outcomes. Acknowledging the important role of our First Nations colleagues, these commitments are also everybody's purpose, and everybody's opportunity.

We are proud to collaborate with diverse First Nations peoples, local First Nations communities, and First Nations peak bodies and organisations. And we recognise the wisdom of First Nations peoples across the world where our students, alumni and researchers study, live and work.

As part of this strategy, we aim to work respectfully, learn and share, and lead in support of First Nations advocacy, driving positive, meaningful change. We will invest in increasing First Nations peoples' success in higher education as students, graduates, researchers and staff. To do that, we must ensure that cultural safety, protocols, knowledge and ways of working are understood, demonstrated, measured and continually improved across the university. Our aim is to involve First Nations people in all levels of decision-making and ensure that all staff engage with First Nations ways of knowing, being and doing.

First Nations objectives

The strategy has four key objectives, which are aligned with the broader University Strategy.

First Nations Students

To increase First Nations student success in higher education at all course levels, and prioritise cultural awareness, responsiveness and safety of all Charles Sturt students and graduates.

First Nations Engagement

To strengthen our community relationships through respect and reciprocity.

First Nations Research

To invest in our First Nations researchers across disciplines, and enable excellence in First Nations research throughout the university.

First Nations People and enablers

To build a culturally intelligent institution that respects First Nations peoples, cultures and knowledges.



Our values

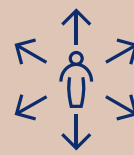
Our values guide our behaviour and ways of working at Charles Sturt to help us achieve our vision and purpose.



Insightful

Understanding people and the world

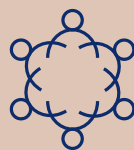
To be insightful we respect one another's opinions. It means we are perceptive and look to uncover more. Understanding why people think or behave the way they do. What their underlying attitudes, beliefs and motivations are. Not just taking words or actions at face value but digging deep to understand the why in addition to the what.



Impactful

Outcome driven

To be impactful, we focus on outcomes and on behaving in a consistent and constructive manner. We want our students, peers and the members of our communities to feel that we are practical, have useful solutions and put students first.



Inclusive

Stronger together

We collaborate because we know we are stronger together. Meaning we behave in a manner that is both accessible and adaptable. Being inclusive means our students, peers and communities feel that we are easy to work with, approachable and warm.



Inspiring

Leading for the future

To be inspiring we demonstrate how we lead for the future. We need to be rigorous in our thinking and creative in our approach. We want students and peers to feel that we are imaginative, reliable and leading the way.



Our strategic planning approach

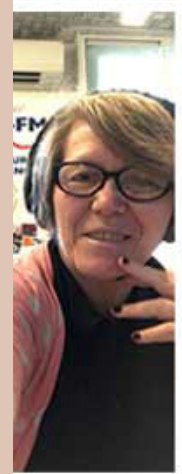
Our strategy will be implemented using a 10/3/1 approach.

- Defining a 10-year vision for where we want to be in the future.
- Developing the projects, capabilities and support we may need to make this change.
- Incorporating the strategic plan into our annual portfolio plans in order to prioritise how we will achieve this in the immediate term.

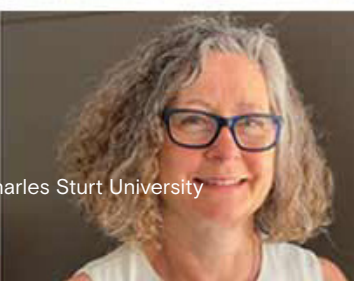


These elements are all interrelated, and we will all play a part in the success of the strategy at one or more levels of the approach. From devising projects to delivering continuous improvement. From measuring progress to fostering partnerships. From leading teams to learning new skills. And always collaborating creatively and with passion.

As we implement our strategy, we want to share the efforts, initiatives and successes along the way. We will align personal performance objectives with strategic goals, and we will share and celebrate success. This includes daily recognition for a job well done, celebrating significant service milestones, awards for teaching and research and the annual Excellence Awards. Let's celebrate and acknowledge everyone's contribution.



Our University Strategy can only be achieved by empowering our people.



Measuring our progress

We have developed nine key performance indicators (KPIs) that will track our progress in achieving the goals of the University Strategy 2030.

Students



1. Student progress – Commencing progress rate

Progress rates are a measure of student success, calculated as the proportion of load with a substantive grade that was successfully completed.

2. Student satisfaction – QILT overall satisfaction

The Quality Indicators for Learning and Teaching (QILT) Student Experience Survey is used to measure overall student satisfaction. It is the proportion of respondents who agree or strongly agree with the overall satisfaction question.

3. Cost-effective teaching delivery – Teaching margin percentage

Teaching Margin (Efficiency Ratio) is Net Margin/ Total Revenue. This is calculated as part of the Annual Course Health Check. This is an important indicator of the financial sustainability of teaching efforts.

Research



4. Research income – Total research income

Includes all Research Portfolio income, such as commercialisation income. This KPI does not include block grants such as the Research Support Program.

5. Research quality – Number of fields of education at or above ERA Level 3

Excellence in Research Australia (ERA) evaluates performance within each discipline at Australian Universities. This metric supports quality research and aligns with our research ambitions to exceed 'Australian University' Standards.

Social responsibility



6. Financial sustainability – Net operating margin

Net Operating Margin is calculated by dividing the Net Operating Result by Total Revenue.

7. Stakeholder advocacy – Stakeholder Net Promoter Score (NPS)

Net Promoter Score is based on a single question: How likely is it that you would recommend Charles Sturt University, to a friend, family member or colleague? The NPS can range from -100 to +100. The survey is conducted in multiple 'waves' within each session from a randomly selected population of community and partner stakeholders.

People and enablers



8. Staff engagement – Staff Net Promoter Score (NPS)

Net Promoter Score is based on a single question: How likely is it that you would recommend Charles Sturt University, to a friend, family member or colleague? The NPS can range from -100 to +100. The survey is conducted in multiple 'waves' within each session from a randomly selected population of staff.

9. Safety and Wellbeing – Lost work days

The total number of paid workdays lost due to accepted workers' compensation claims, reported monthly as a 12-month rolling average total.

KPIs will be reported and assessed regularly, allowing us to be more agile and responsive. Second and third level KPIs will be used within our strategic focus areas and among the teams delivering change.







Charles Sturt University

To keep up to date with the latest strategy information,
please visit our website

→ staff.csu.edu.au/universitystrategy-2030

or email the Office of Strategy at strategy@csu.edu.au

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...Creates a world worth living in

...strengthens our country

...boosts our regions

...improves our communities

...empowers our students

That first
action...