



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 purpose

We are privileged to have as our purpose 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 purpose 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

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

Our University Strategy 2030 is bold and transformative. It commits us to excellence to meet our vision with purpose. It gives us the direction to grow our impact and to be a leading university at the heart of positive progress.

At Charles Sturt we put our students first. We are already a leader in graduate employment outcomes, which we aim to maintain. However, we want to do much more. Over the next decade we will evolve the student experience and we will grow our connections with local communities and with prospective students outside of our regions.

We will do this by offering innovative and quality online and on-campus courses in our areas of specialisation and providing transformative student experiences.

We will support our staff to deliver excellence and create environments that are safe and inviting for everyone.

We will drive important research that inspires our students and has positive impacts for our regions and the world.

We will connect to multi-faceted, collaborative partnerships. By connecting students, academics, researchers, industry, government and alumni with world-class support and infrastructure, we will build powerful and resilient campuses and communities.

We will strengthen our role as an anchor institution within our regions, advocating for the needs of our communities for social and economic development.

We will respectfully work with and learn from the traditional wisdoms of Australia's First Nations peoples.

We will build our reputation for excellence, and our students, staff and communities will become our greatest advocates.



Strategic focus areas

The University Strategy 2030 is built on four interdependent focus areas that each include a First Nations perspective and that are supported by enabler strategies

Students

We will connect students with the knowledge and wisdom to shape the world.

Cutting-edge courses meeting graduate outcomes, delivered through teaching excellence, and leading to impactful and exciting career opportunities – that's what our students will receive from Charles Sturt over the coming decade.

We will provide innovative and immersive student experiences in both online and on-campus environments. We will work together to promote equity, accessibility and diversity for all.

Research

We will collaborate with partners on research with impact.

We want to build strong and enduring partnerships dedicated to solving real-world challenges – meeting the needs of communities locally, nationally and globally. We will improve the quality of our research and support the practical application of our endeavours.

We already have research strength in agriculture, water and environment, which we are building on. We are harnessing opportunities in rural and regional health research and growing opportunities in cyber security and data science research.

We will also focus on key areas in social sciences, First Nations, international partnerships, and higher degree by research students.

We will invest in the exciting possibilities of research at Charles Sturt University.

People

We will support, empower and inspire each other to deliver excellence.

Our people – us – are the pulse of the university. It's our skills, passion and experience that will turn our strategic intent into action and make our vision a reality.

In this strategy we will concentrate on empowering our people, building capability and supporting everyone's health, safety and wellbeing. We will nurture collaborative, innovative and entrepreneurial mindsets and support the skills and attributes to deliver excellence.

Social responsibility

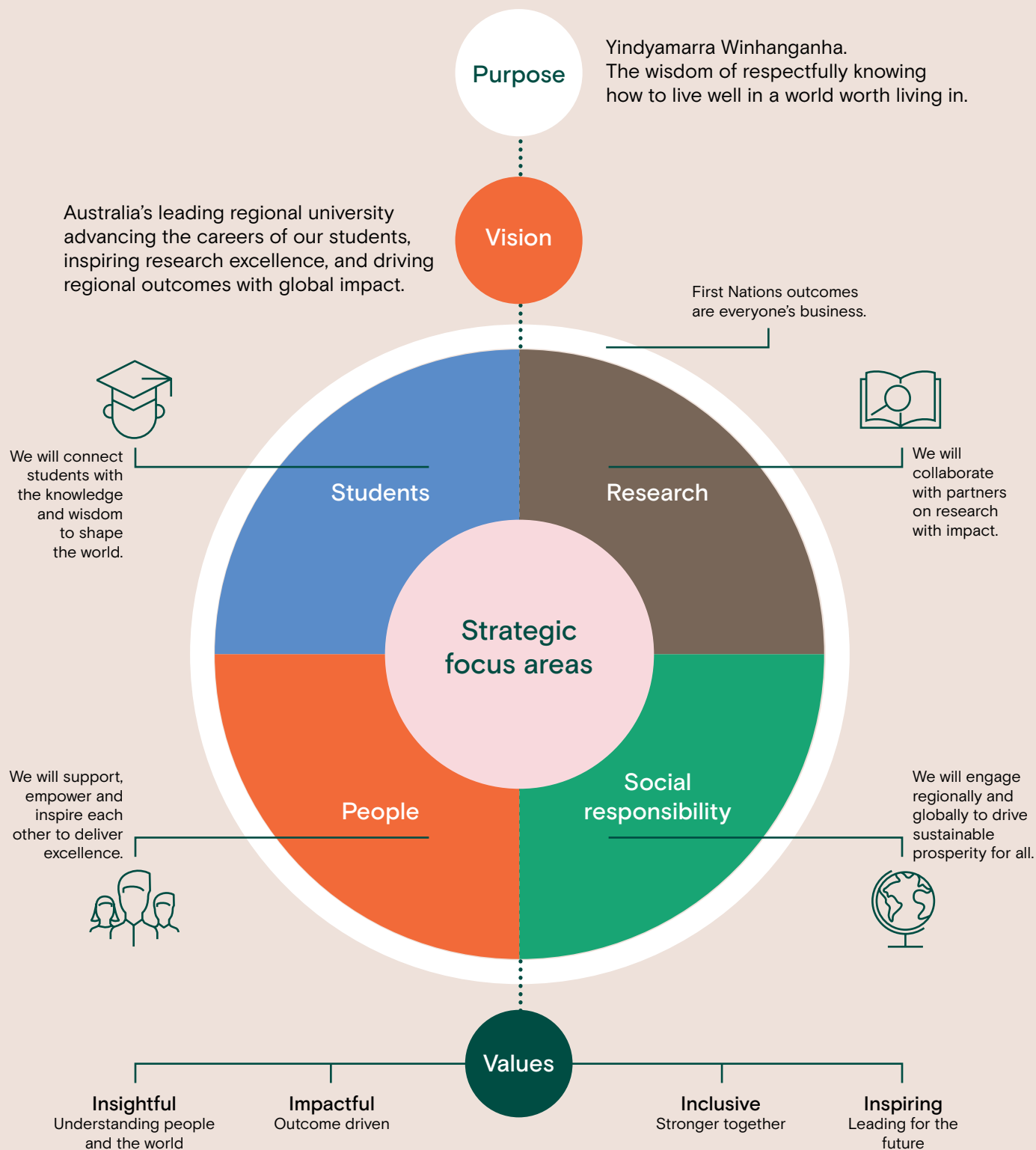
We will engage regionally and globally to drive sustainable prosperity for all.

We have an important role as a university in the tertiary sector and as an anchor institution in our regions.

We will work together to further the economic, educational and social fabric of communities by supporting regional growth and development.

In particular, we will engage with First Nations peoples to learn from them, recognising the continuity of cultures, languages, leadership and knowledge systems.

You'll be part of building strong industry, government and community partnerships, demonstrating thought leadership and contributing to financial, social and environmental sustainability.



Enabling our success

To deliver on our University Strategy 2030 we are seeking to create the right environment with the appropriate support so everyone can excel. Enabler strategies work hand in hand with the four strategic focus areas to support successful progress and change.

Technology and business innovation

We will develop technology and business processes that are simplified and innovative to support our success. Removing barriers in current processes and systems will result in better experiences and outcomes for our students, staff and stakeholders.

Safety, security and wellbeing

Our holistic and proactive approach to safety, security and wellbeing is a key priority. If our students, staff and stakeholders don't feel safe they won't succeed with us.

We will work hard to promote and be accountable for inclusion, equity and diversity – because we know it's right and it will contribute to our shared success.

Vibrant campuses

Our campuses and world-class facilities will become sustainable and vibrant meeting points for staff, students, industry, government and community. We will respect and leverage the strengths, relationships and communities of each campus to deliver a unique and valued experience.

Financial sustainability

Financial responsibility and governance in all of our operations, investments and future decision-making will ensure a sustainable and prosperous future for the university.

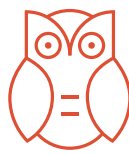
First Nations

Woven through the entire strategy is a commitment to improve First Nations education, research and engagement and to drive shared ownership for outcomes. This doesn't just sit with our First Nations colleagues; it's everybody's purpose and it's 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 want to work respectfully, learn and share, and be a leader in support of First Nations advocacy, driving positive and 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.

Our values

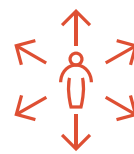
Our values guide our behaviour and ways of working at Charles Sturt University to help us achieve our vision and purpose.



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 inter-related, 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 %

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 – No. 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.

People



6. 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.

7. Safety and Wellbeing – Lost Time Injury Frequency Rate (LTIFR)

The lost time injury frequency rate distinguishes between serious (Lost Time) and non-serious injuries (Medical Treatment Injuries) and is based on the number of injuries in the previous twelve months relative to the number of hours worked by permanent, fixed-term and casual employees within the previous twelve months.

Social responsibility



8. Financial Sustainability – Net operating margin

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

9. 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.

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 Strategy office at strategy@csu.edu.au

© 2023 Charles Sturt University - TEQSA Provider Identification: PRV12018
(Australian University). CRICOS Provider: 00005F. M1332.

...Creates a world worth living in

...Strengthens our country

...boosts our regions

...improves our communities

...empowers our students

That first
action...