



**2019 Mission Based Compact  
Between the Commonwealth of Australia and Charles Sturt University**

**PURPOSE**

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission-based compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

**MISSION**

Charles Sturt University's mission is to build skills and knowledge in our regions through teaching, research and engagement.

Acknowledging the culture and insight of Indigenous Australians, CSU's ethos is described by this phrase from the Wiradjuri, the traditional custodians of the land of our original campuses:

*'yindyamarrawinhanganha' ('the wisdom of respectfully knowing how to live well in a world worth living in'.)*

Derived from our ethos, our values are to be insightful, inclusive, impactful and inspiring, **to create a world worth living in.**

We aim to serve the interests of our key stakeholders by creating:

- **Vibrant Regional Communities:** Playing a critical role in building strong regions with intellectual capital, social capital and infrastructure.
- **Successful Graduates:** With the knowledge, skills, attitudes and professional networks for a meaningful life and successful career.
- **Internal Capability:** Investing in our workforce to be agile and thrive in a changing environment.

The University is carefully reviewing the French Model Code on free speech against the current policy and regulatory suite. We note that a sub-group of Chancellors is still reviewing the Code. We will develop a plan to carry out this work by the end of 2019 and we intend to finalise any necessary changes to our policy regime by the end of 2020.

**TEACHING AND LEARNING**

The Student Strategy is underpinned by the Learning and Teaching Framework. It defines how our students will experience their study, and graduate as professionals. A Continuous Quality Improvement approach assures all aspects of course and subject delivery, with processes for active monitoring and addressing performance.

The Student Strategy consists of the following teaching and learning priorities:

- **A student-centred culture.**
- **High quality learning and teaching** by improving course review processes, external benchmarking, curriculum and learning resources, assessment, academic support, teaching practice, and curriculum management.
- **Transformed learning experiences** via innovations in design, delivery and support models, and enhanced online and blended teaching strategies.
- **Market oriented courses, services and facilities.**

We ensure admissions transparency through the application of the [Admissions Policy](#).

Data is used to identify students at risk and we offer a range of [supports and interventions](#) to ensure students have the best opportunity of completing their studies.

## RESEARCH AND RESEARCH TRAINING AND INNOVATION

Charles Sturt's research [strategy](#), is underpinned by investment in strengthening capability, e.g. University Research Centres and Research Fellowships. Faculties and Centres receive annual funding based on research performance (income, output, quality, impact) to facilitate research excellence.

In our PhD programs, procedures are being implemented to improve the student experience, including the facilitation of more industry placements. The initial aim is for 2.5-5% of the current cohort to undertake an industry placement. Supervisors are expected to have sustained research performance and completed [mandatory training](#) to supervise HDR students, who can access extensive development schemes.

[AgriPark](#) and entrepreneurship [incubators](#) support research translation, commercialisation, and collaboration with industry. Increased Category 3 income is a key success metric, along with improvements in impact and engagement as assessed by ARC.

As a member of the ORCID consortium, we provide support for open access publication and use creative commons licensing wherever possible.

## EQUITY

Charles Sturt has high levels of participation of regional, low SES and Indigenous students, with the student profile broadly aligned to the population demographic profile of the region in relation to indicators of socio-economic disadvantage. Our strategies include:

- Future Moves events to increase University aspiration
- Free pathways and transition to University courses
- Assistance with financial support, counselling, disability and diversity support
- Support with academic literacy and numeracy skills and mentoring
- Careers programs.

We remain committed to enhancing [participation outcomes and success](#) for Aboriginal and Torres Strait Islander people in higher education. Examples include:

- Our successful model of culturally appropriate study centres
- The Pastoral Academic Transition Support program which is aimed at improving Indigenous student retention
- Our alternative entry [Indigenous Access Program](#) and our [Indigenous Academic Success Program](#)

- Our first dedicated Indigenous Elders' space. This facility increases community access to the University and provides an additional resource for cultural safety.

### **LABOUR MARKET OUTCOMES**

A key focus of the University Strategy is the market-orientation of courses. Our course development process addresses prospective students, industry, professional and community needs, which involves:

- Identification of potential needs via skills shortage analysis and predicted jobs growth and graduate employment outcomes.
- A co-creation process, involving a broad range of industry and community representatives.
- Workshops to identify the required skills, knowledge and attitudes of future graduates.
- Explicit testing of course concepts with industry representatives and community members.
- Market research to test course concepts with the prospective student market.
- Integration of findings into final course development.

Graduate employment and salary outcomes are among the highest in the sector, we have had the highest full-time employment rate for the last three years and were second for the two years before that. We continue to innovate with the piloting of industry co-created micro-credentialed programs and support work placements that ensure students have professional experience.

This is in addition to our ongoing focus on workplace learning, in 2019 over 80% of undergraduate domestic students were enrolled in courses which offered workplace learning subjects within the curriculum.

### **SECURITY MEASURES**

Charles Sturt aims for compliance with the NSW Government Cyber Security Policy and ACSC Strategies to Mitigate Cyber Security Incidents. The University:

- Has implemented a cyber security planning and governance structure with reporting lines to the executive level.
- Supports a cyber security culture with mandatory annual training for all staff.
- Operates a risk-based security programme based on the ISO/IEC 27001 security standard.
- Has implemented cyber incident detection and response processes including a data breach response plan based on the OAIC guidelines.
- Has implemented vulnerability management processes, application and OS hardening, email security measures, administrator privilege restrictions, multi factor authentication, anti-virus software, network-based intrusion detection/prevention, and threat detection and response processes.
- Engages with cyber security communities – CAUDIT, NAUDIT, AARNet, AusCERT, NSW Cyber, ACSC, JCSC and Stay Smart Online.

Performance of security measures is assessed and reported quarterly based on quantitative and qualitative assessments, and is supported by a suite of policies and procedures.

SIGNED for and on behalf of

In the presence of:

THE COMMONWEALTH OF AUSTRALIA

by

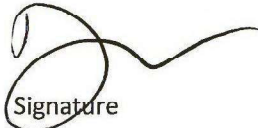
DOM ENGLISH

Full name (please print)

Branch Manager

Position

of the Department of Education as delegate of  
the Minister for Education.



Signature

23/12/19

Date

Drew Menzies-McVey

Witness (please print)

Branch Manager

Position or profession of witness (please print)



Signature

SIGNED for and on behalf of

In the presence of:

Charles Sturt  
UNIVERSITY

Andrew Vann

Full name (please print)

Vice-Chancellor  
Position

Andrew Vann

Signature

Sharon Sandry

Witness (please print)

Executive Assistant to the Vice-Chancellor  
Position or profession of witness (please print)



Signature