It is with great pleasure that I introduce the ACU Strategic Plan 2015-2020: Strength to Strength. Australian Catholic University (ACU) has developed and grown substantially over the last five years and its strategic positioning has now entered a new phase. ACU has transitioned from a university striving towards ambitious targets to one that is comprehensively embedding excellence.

The University is ambitious in achieving its goals and vision whilst at the same time is clear about its Catholic Identity and Mission. The University continues a legacy that spans over 2,000 years of the Catholic intellectual tradition’s engagement in faith and reason. The ACU Strategic Plan 2015-2020 will ensure we continue to work together towards these shared goals.

I look forward to working with the ACU community and our stakeholders to achieve these goals through the next phase of the University’s development.

Professor Greg Craven AO, GCSG
Vice-Chancellor and President
Australian Catholic University

By 2020, our aim is for ACU to be recognised as:

- One of the most significant Catholic universities in the world
- A vital feature of the Australian university landscape
- A world-leading university in its areas of research specialisation
- Having a culture of research excellence aligned to its Identity and Mission
- An established university with over 30,000 students
- Delivering quality programs with an innovative and distinctive learning and teaching experience within the Catholic intellectual tradition
- Achieving excellent student satisfaction and graduate outcomes
- Being at the forefront in improving the access and outcomes of equity groups
- A university of service and a leading institution in the area of community engagement
- Having a culture of performance and service excellence
Within the Catholic intellectual tradition and acting in Truth and Love, Australian Catholic University is committed to the pursuit of knowledge, the dignity of the human person and the common good.

ACU is one of the leading Catholic universities in the world and is one of the principal intellectual assets of the Church in Australia. The University exercises nationwide leadership in the key focus areas of Health; Education; Theology and Philosophy; and Social Justice. Guided by the principles of Catholic social teaching, our students, staff and graduates will be influential in bringing about changes in the communities we live in.

ACU is founded on a long history of commitment to truth, academic excellence and service, all within the Catholic intellectual tradition. These values are the principles behind all our actions and guide us in living out our Mission and realising our Vision.

TRUTH
ACU is committed to the lifelong pursuit of knowledge, freely seeking truth through research, critical inquiry and active discovery. The University shares this pursuit through teaching, scholarship and engagement, contributing to the growth and betterment of society.

ACADEMIC EXCELLENCE
ACU, through its pursuit of excellence in teaching and research, strives to produce the highest quality intellectual, educational and learning experiences through innovation and creativity.

SERVICE
ACU is a university of service. It seeks to serve the wider community through research, education and engagement, especially by providing opportunities for those in need and by educating its students to be socially and morally responsible persons.

ACU pursues all its core values within the Catholic intellectual tradition. The University is committed to serving the common good and upholding the sacredness in life. We respect and welcome all faith traditions and uphold the dignity of all human persons.
Our stakeholders

OUR CHURCH
Our Church is central to the ACU Mission in both tradition and spirit. The University is anchored in the Catholic intellectual tradition where faith and reason are compatible with human enquiry. Grounded in faith, ACU nurtures the development of its staff and students to be knowledgeable of self, educated in mind, compassionate in heart and responsive to our community and an ever-changing world.

OUR STAFF
Our staff are key to the success of the University through their capacity to teach our students, conduct our research and deliver high standards of service. ACU values the contribution of its staff and strives to provide a rewarding working environment that cultivates the knowledge, capabilities and skills of every staff member throughout their entire career at ACU.

OUR ALUMNI
Our alumni are an essential component of the University and our relationship with them continues far beyond graduation. ACU’s alumni within Australia and around the world play an important role in furthering the Mission of the University. In recognition of their importance, we strive to keep our alumni informed about, and engaged with, the University’s developments and achievements.

OUR COMMUNITIES
Our communities are made up of different groups of people, each with their unique needs and characteristics. At ACU, community engagement is recognised as a core function and integral to the University. ACU acknowledges the Aboriginal and Torres Strait Islander tradition and seeks to work collaboratively with the University’s local, national and international partners.

OUR STUDENTS
Our students are key partners of the University and include Catholic, commercial, educational, government and not-for-profit organisations. The University collaborates closely with partners in all aspects to bring mutual benefits to students, organisations and communities more broadly.

OUR EMPLOYERS
Our employers are key partners of the University and include Catholic, commercial, educational, government and not-for-profit organisations. The University collaborates closely with partners in all aspects to bring mutual benefits to students, organisations and communities more broadly.
OUR MISSION
Within the Catholic intellectual tradition and acting in Truth and Love, Australian Catholic University is committed to the pursuit of knowledge, the dignity of the human person and the common good.

OUR VISION
Australian Catholic University is one of the leading Catholic universities in the world and is one of the principal intellectual assets of the Church in Australia. The University exercises nationwide leadership in the key focus areas of Health; Education; Theology and Philosophy; and Social Justice. Guided by the principles of Catholic social teaching, our students, staff and graduates will be influential in bringing about changes in the communities we live in.
ACU’s Catholic Identity

Goal: ACU sustains a strong and visible commitment to the mission of the Catholic Church in Australia by engaging in the Catholic intellectual tradition, and is guided by the values of truth, excellence and service.

KEY RESULT AREAS AND UNIVERSITY PERFORMANCE INDICATORS

LEADING CATHOLIC INSTITUTION
The University is recognised by the Catholic Church and community as a leading Australian Catholic institution with the hallmarks of the Catholic intellectual tradition.

- Catholic partnerships
- Engagement with Mission and Values
- Authentic Catholic university

CATHOLIC UNIVERSITY EXPERIENCE
The University provides students, staff and community with a university experience that is genuinely Catholic in terms of Identity, Mission, curriculum, culture and intellect.

- Catholic policy capacity
- Integration of Catholic social principles
- Staff formation in the ACU Mission

COMMUNITY ENGAGEMENT AND THE COMMON GOOD
The University is a leading institution in the area of community engagement, consistent with the Catholic social principles.

- Quality and impact of community engagement programs
- Mission-focused research

Academic Profile

Goal: ACU, through its pursuit of academic excellence, is recognised as a provider of innovative and quality higher education courses, delivered by leading academics, to meet the needs of a diverse student body in conjunction with our partners and the community.

KEY RESULT AREAS AND UNIVERSITY PERFORMANCE INDICATORS

ENROLMENT PLANNING AND MANAGEMENT
The University manages its enrolment profile to ensure sustained viability across disciplines, funding categories and campuses.

- Student and enrolment profile
- Market share
- Articulation rates

PORTFOLIO OF COURSE OFFERINGS
The University delivers quality pathway programs, undergraduate, postgraduate and executive education courses, in conjunction with partners that are aligned with the University’s Mission.

- Course profile
- Student satisfaction
- Core Curriculum
- Pathway programs
- External partnerships

ACADEMIC ENVIRONMENT
The University has robust academic governance that supports a high quality academic environment that is informed by scholarship.

- Academic quality assurance
- Academic staff profile
- Staff satisfaction
- External accreditation

INTERNATIONALISATION
The University is a globally engaged institution and a pre-eminent Catholic university in the Asia Pacific region that leverages its Mission and strengths to support high quality international teaching, learning, research and community engagement.

- Global profile
- International classroom
- Mission-focused collaboration

Students, Learning and Teaching

Goal: ACU pursues excellence in all areas of teaching and provides its students with a distinctive, responsive and relevant learning experience.

KEY RESULT AREAS AND UNIVERSITY PERFORMANCE INDICATORS

STUDENT EXPERIENCE
The University develops its students to become educated, skilled and ethical graduates through a distinctive learning experience.

- Student experience and satisfaction
- Student support services
- Student engagement in university life
- Student living and learning communities

LEARNING AND TEACHING
The University enriches and enhances the quality of learning and teaching experiences.

- Quality learning and teaching experiences
- Learning technology
- Student retention and success
- Graduate attributes and employability

DIVERSITY AND EQUITY
The University improves the participation, progress and outcomes for people from identified equity groups and promotes equal opportunities for academic success.

- Equity group enrolment
- Equity group retention and success
- Equity group attainment

LIBRARY AND LEARNING RESOURCES
The University provides its students and staff with access to quality information resources, excellent learning spaces and services, in support of the University’s teaching and research activities.

- Quality library experience
- Resource provision and access
- Physical and technological infrastructure
- Research skills support
- Copyright services
Research

Goal: ACU is a world-leading research university in its areas of specialisation and has a culture of research excellence that is aligned to its Identity and Mission.

**KEY RESULT AREAS AND UNIVERSITY PERFORMANCE INDICATORS**

**RESEARCH CAPACITY**
The University enhances its capacity to support its research strengths by ensuring an outstanding research environment for its areas of strategic priority.

- Research infrastructure and resources
- Research grants
- Competitive funding

**RESEARCH PARTNERSHIPS**
The University strengthens its research reputation, drawing in particular on partnerships with national and international centres of research excellence.

- Research partnerships

**RESEARCH QUALITY**
The University produces high quality research outcomes that are above or well-above world standard in targeted research areas.

- Excellence in Research for Australia

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Corporate Services

Goal: ACU has a culture of performance and service excellence.

**KEY RESULT AREAS AND UNIVERSITY PERFORMANCE INDICATORS**

**STRATEGIC APPROACH AND GOVERNANCE**
The University is strategic in its approach to achieve its Mission and Vision. The University is committed to continual improvement and implements effective governance and management practices to deliver high quality outcomes.

- Alignment with the Strategic Plan
- Risk and assurance
- Legal and governance compliance
- Service quality

**WORKPLACE CULTURE, STAFF PERFORMANCE AND DEVELOPMENT**
The University has a sustainable staffing profile that meets the changing needs of the University’s operations. The University continues to cultivate the knowledge, capabilities and skills of its staff to align with the strategic directions and priorities.

- Workplace culture
- Workforce profile
- Workforce performance

**FINANCIAL ACCOUNTABILITY, TRANSPARENCY AND SUSTAINABILITY**
The University has a sustainable business model to assure long-term financial viability and overall financial strength. The business model sustains the quality of academic and professional activities of the University.

- Financial performance
- Budget planning

**INFRASTRUCTURE AND ENVIRONMENT**
The University’s physical and technological infrastructure provides a high quality academic and professional environment. The University’s practices are sustainable and aligned with its strategic directions and priorities.

- Physical infrastructure
- Information technology infrastructure
- Social infrastructure
- Sustainability

**STAKEHOLDER RELATIONS**
The University has mutually beneficial relationships with its stakeholders including Church, government, industry, staff, students, alumni, donors, Aboriginal and Torres Strait Islander peoples and the wider community.

- University reputation
- Student satisfaction
- Staff engagement
ACU’s strategic approach is guided by its Mission and Vision with a strong commitment to quality and excellence. This approach integrates the Planning, Quality and Risk activities and has been embedded within all areas of the University’s operations. The Plan, Implement, Review and Improve (PIRI) cycle is fundamental to this approach and further strengthens the University’s focus on continual improvement and innovation.

If you would like further information regarding the University’s Planning, Quality and Risk Framework, please contact the Office of Planning and Strategic Management (opsm@acu.edu.au).