



**Vision**

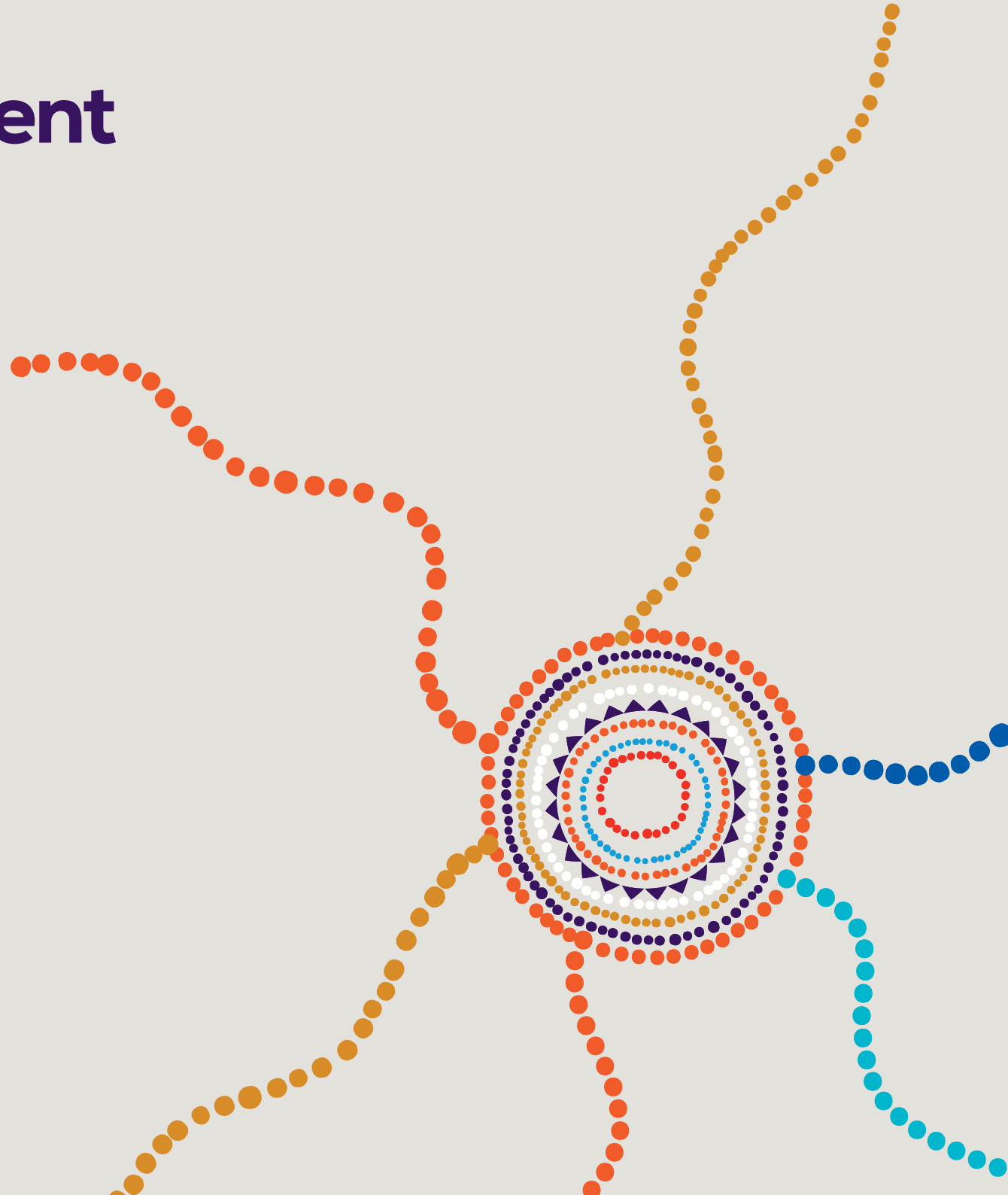


**2033**

Strategic  
direction  
2024–2033

# Acknowledgement of Country

In recognition of Aboriginal and Torres Strait Islander peoples' deep spiritual connection to Country, and in continuing the university's commitment to reconciliation, it is customary to acknowledge Country as we pass through it. We acknowledge and pay our respects to the First Peoples, the Traditional Custodians of the lands and waterways where Australian Catholic University campuses and leadership centres are located, and we thank them for their continued custodianship.



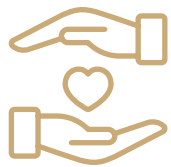


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## Our mission

### In truth and love.

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 values

### Truth


ACU is a place where faith and reason are explored in search of truth.

### Excellence

The pursuit of excellence underpins our efforts in teaching, research and engagement.

### Service

ACU is a university of service. We seek to improve the lives of others through compassion, empathy and respect.



“Born from the heart of the Church, a Catholic University is located in that course of tradition which may be traced back to the very origin of the University as an institution. It has always been recognized as an incomparable centre of creativity and dissemination of knowledge for the good of humanity. By vocation, the *Universitas magistrorum et scholarium* is dedicated to research, to teaching and to the education of students who freely associate with their teachers in a common love of knowledge.

With every other University it shares that *gaudium de veritate*, so precious to Saint Augustine, which is that joy of searching for, discovering and communicating truth in every field of knowledge. A Catholic University's privileged task is ‘to unite existentially by intellectual effort two orders of reality that too frequently tend to be placed in opposition as though they were antithetical: the search for truth, and the certainty of already knowing the fount of truth.’”

**John Paul II 1990**  
**Ex Corde Ecclesiae**

# Message from the Chancellor and Vice-Chancellor and President

In 1991, Australian Catholic University opened as a publicly funded institution. Through faith and reason, the university aimed to promote academic excellence, serve communities and address societal challenges.

Since that time, ACU has been working to fulfil this ambition.

It is with great pleasure that we present Vision 2033, the document which sets the strategic direction for the next stage of ACU's journey. Here, we continue the legacy of those who came before us while mapping out our vision for the future.

Vision 2033 is the result of extensive consultation undertaken with the ACU community and our key stakeholders. During this process, we spoke of opportunity and challenge, and of our future contribution in what will be an era of rapid change. It was agreed that while ACU would be highly responsive to contemporary needs, we would always maintain an unwavering commitment to our core mission.

As a leading Catholic university, we will enable flourishing lives, foster thriving communities and forge an ethical future.

This is our vision.

To fulfil Vision 2033, we will require courage. We find our inspiration in Saint Mary of the Cross MacKillop, the patron saint of ACU and Australia's first saint. Throughout her life, she drew upon her courage to improve the lives of others, empower the communities she supported and bring hope to all she encountered. May her strength be our strength.


Saint Mary of the Cross, pray for us.



**The Honourable  
Martin Daubney AM KC**  
Chancellor  
Australian Catholic  
University



**Professor Zlatko Skrbis**  
Vice-Chancellor and  
President  
Australian Catholic  
University



“We must let no  
obstacles deter us  
from proceeding  
with courage.”

Mary MacKillop 1907

# Our vision

As a leading Catholic university, we will enable flourishing lives, foster thriving communities and forge an ethical future.







## Flourishing lives

**We will enable flourishing lives.**

To flourish, individuals require intellectual growth, a sense of wellbeing and moral purpose. This enables them to find fulfilment in their personal and professional lives.



## Thriving communities

**We will foster thriving communities.**

Thriving communities are healthy, secure and inclusive. They nurture social connection and provide opportunities for all.



## Ethical future

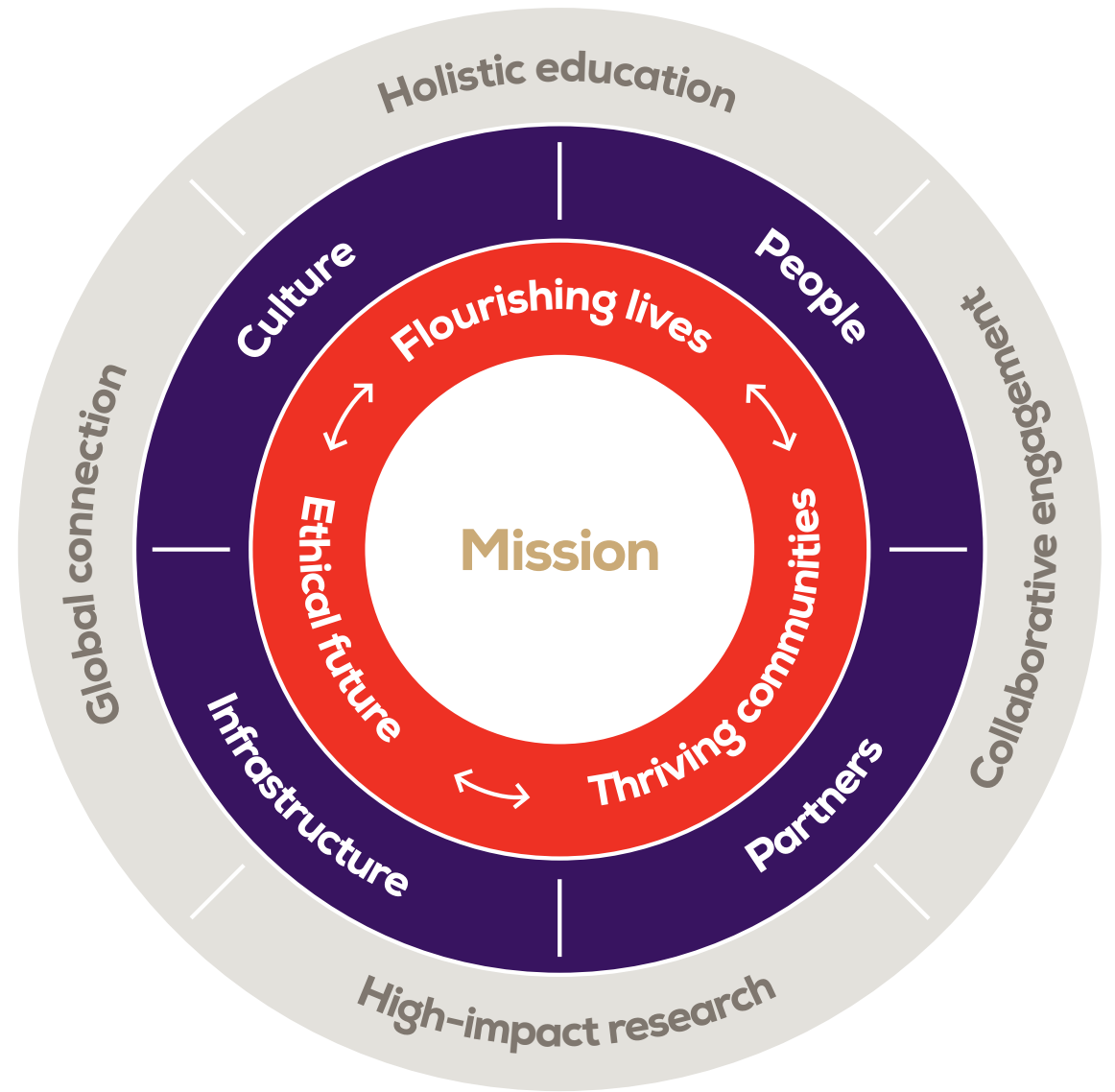
**We will build an ethical future.**

An ethical future is one that promotes human dignity and the common good above all other considerations.

# Our foundations

Strong foundations  
support our mission and  
ensure that we achieve  
Vision 2033.







## Culture

Our Catholic faith, identity and culture are central to who we are as a university.

All our endeavours are grounded in mission. The dignity of the human person and the common good inform every aspect of our work.

We facilitate for the ACU community a deep understanding of our Catholic ethos and maintain a culture that embraces the Catholic intellectual tradition.

Our academic culture encourages creativity, collaboration, excellence and innovation.



## People

Each ACU employee is a steward of the university. Our working environments are safe, inclusive and respectful, and we provide our staff with opportunities to make a meaningful contribution to the lives of others.

We are committed to the development of our talented staff and encourage their continued professional learning.

Our alumni, volunteers and philanthropic supporters are critical in helping us achieve our mission and vision. Their contributions reflect the generous spirit that defines our community.



## Partners

Partnering with Catholic organisations with whom we share common objectives creates alliances that amplify our collective impact and reflect a united commitment to the mission of the Church.

Strategically aligned partnerships with industry and government in areas of mutual interest allow the sharing of expertise and effective use of resources.

Global partnerships expand our horizons, enhance our capabilities and increase our capacity to fulfil our mission.



## Infrastructure

We emphasise the importance of responsible institutional management for the long-term sustainability of the university.

Our campuses are vital features of university life, meeting the needs of students and local communities while also contributing to the university's national ecosystem.

Our physical and digital infrastructure delivers a world-class student experience.

Our systems and processes streamline our operations, ensuring the appropriate allocation of resources and enhancing productivity across all levels of the university.



## Holistic education

At ACU, we welcome people of all faiths, or no faith, to study with us. Students are offered a personalised learning journey that encourages critical thinking, ethical awareness and a strong sense of social responsibility. This not only prepares them for their professional careers, but for a fulfilling and purposeful life.

We address educational disadvantage by ensuring that those from low socio-economic and diverse backgrounds have equitable access to higher education. We support students in transitioning to higher education through tailored pathways and flexible learning options.

Our teaching and learning respects Aboriginal and Torres Strait Islander knowledges and cultures.

Our curriculum is distinctive, innovative and student-centred, while our environments are safe, supportive, inclusive and technologically enriched. We provide both physical and digital learning environments to increase student choice and engagement.

We facilitate student transition into employment by providing opportunities that will prepare them for the future of work. This means including innovation, entrepreneurship, digital capability and work-integrated learning experiences in our courses and programs.

Education is at the heart of a flourishing life.



## Collaborative engagement

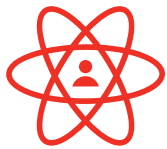
Recognising the transformative power of collaboration, ACU is committed to actively engaging with partners from various domains.

We engage in academic collaboration to increase cross-disciplinary engagement and build strategic partnerships with local, national and international institutions. This encourages knowledge exchange and contributes to the development of dynamic educational and research initiatives.

We respect the importance of autonomy and decision making as a central pillar of healthy social partnerships. We assist communities in actively shaping initiatives that directly impact them, thereby ensuring a more sustainable and inclusive model of social development.

Collaboration with external partners, both locally and globally, enables the exchange of knowledge and skills to maximise problem solving. Bringing people together from different backgrounds to share ideas and incorporate diverse perspectives enhances capacity and results in the development of innovative solutions to complex problems.

Collaboration fosters innovation.



## High-impact research

ACU develops innovative solutions to issues impacting human dignity and the common good. Through faith and reason, we seek truth and build a greater understanding of people and the world in which we live.

Our research and enterprise activities embrace the full life cycle of research, from knowledge creation to its translation and application towards outcomes of social, cultural and economic benefit.

We build links between our research institutes, centres and faculties to create research translation networks and achieve impact across ACU, industry, community and government.

Our approach provides ACU students with greater exposure to research and enables the development of research-informed curricula.

We offer exciting opportunities for higher degree research students, including joint programs with industry, government and our international partners.

Ethically informed research delivers positive change.





## Global connection

ACU's international profile reflects the global objectives of the university across education, research and engagement.

Intercultural competence is woven into our activities and supports our reputation as a welcoming and inspiring destination for international students.

We develop globally engaged learners equipped to thrive and lead in an interconnected world and provide opportunities for both staff and students to gain international experience through mobility, exchange programs and virtual collaboration to learn from and work alongside members of our global community.

We participate in key global Catholic alliances and other international networks. We also contribute to the broader mission of Catholic higher education and ethically informed research.

Our campus in Rome offers our students and staff a unique global experience located at the heart of the Church. It also plays an important role in strengthening our relationship with the Holy See and reinforcing our position as a leading Catholic university.

We understand our responsibility towards protecting the environment and we are committed to the care of our common home.

Global connection amplifies our impact.

# Our focus

Our focus areas guide us in achieving Vision 2033 and assist us in setting our operational objectives.





- 1** Provide a learning environment that emphasises growth of the whole person
- 2** Offer a range of educational opportunities that lead to future-ready career outcomes
- 3** Serve communities through connection and collaboration
- 4** Address issues of national significance
- 5** Promote human dignity and advance the common good
- 6** Strengthen our institutional foundations

## Focus 1

# Provide a learning environment that emphasises growth of the whole person.

We will equip our learners with the knowledge, skills and confidence to thrive in an interconnected and changing world.

- 1.1 Provide a personalised, supportive, flexible and accessible learning experience.
- 1.2 Diversify and grow our course offer and student cohort.
- 1.3 Enhance our Core Curriculum and expand our student leadership and community engagement programs.
- 1.4 Foster a sense of global responsibility.





## Focus 2

# Offer a range of educational opportunities that lead to future-ready career outcomes.

With a dynamic and forward-thinking curriculum, we will prepare students for the opportunities and challenges of tomorrow.

- 2.1 Develop curricular, co-curricular and extra-curricular activities to prepare students for the challenges of tomorrow.
- 2.2 Expand offerings in our areas of strength and introduce new offerings in areas related to STEM.
- 2.3 Provide students with industry-relevant experiences across education, research and research training.
- 2.4 Design and deliver tailored learning and professional development programs that meet Australia's future workforce needs.

## Focus 3

# Serve communities through connection and collaboration.

Our approach to community engagement is informed by the principle of subsidiarity. We will support local autonomy and decision making and empower communities to determine their own futures.

- 3.1 Co-create workforce participation initiatives for under-represented groups.
- 3.2 Facilitate collaborative research and research training projects between communities, industry and government.
- 3.3 Engage in community-based research collaborations.
- 3.4 Promote reconciliation and champion Aboriginal and Torres Strait Islander knowledges, cultures and leadership.

## Focus 4

# Address issues of national significance.

We will make practical contributions towards addressing the social challenges facing Australia and engage in mission-aligned programs of work that benefit Australia and its people.

- 4.1 Develop workforce capacity and capability solutions in national areas of critical need.
- 4.2 Translate research into applied and practical impact.
- 4.3 Partner with government and industry to find solutions to pressing national issues.
- 4.4 Engage in policy development and make recommendations to government on areas of university expertise.







## Focus 5

# Promote human dignity and advance the common good.

We will fulfil our mission commitment to upholding the inherent worth of every individual and advocating for a just and harmonious world.

- 5.1 Strengthen our contribution to the Asia-Pacific region and beyond.
- 5.2 Form international collaborations to address global challenges.
- 5.3 Promote the importance of ethical practice in all aspects of life and work.
- 5.4 Critically evaluate the effects of global progress and change on individuals, communities and environments.

## Focus 6

# Strengthen our institutional foundations.

To facilitate the sustained success and growth of ACU, we will consistently work to strengthen our institutional foundations.

- 6.1 Implement internal initiatives that advance our mission, build organisational culture, provide staff development, increase efficiency and promote innovation.
- 6.2 Diversify and grow ACU's sources of revenue.
- 6.3 Demonstrate environmental, social and governance excellence.
- 6.4 Transform ACU campuses into precincts focused on innovation and co-location with Catholic partners, industry and community.

# Our impact

Vision 2033 will inform the development of cross-institutional plans across three impact phases.



**Impact Phase 1**  
(2024-2026)

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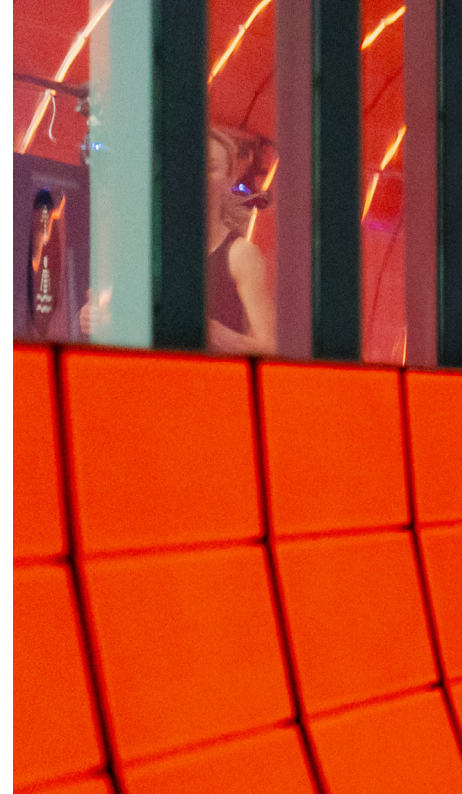


**Impact Phase 2**  
(2027-2029)

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**Impact Phase 3**  
(2030-2033)





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*Disclaimer (February 2024): Information correct at time of printing. The university reserves the right to amend, cancel or otherwise modify the content without notice.*

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