

Vice-Chancellor and President's Focus Areas 2020

Key to Vice-Chancellor and President's 2020 Focus Areas Document

The Focus Areas document is organised according to the University's six Strategic Priorities, as set out in the new Strategic Plan. Within the Strategic Plan itself, each Strategic Priority contains a number of indicative items.

In this document, relevant Focus Areas are grouped under the corresponding Strategic Priority: for example, Focus Areas around budget appear under Strategic Priority 6, "Service, Stewardship and Sustainability".

Each Focus Area has a title, a brief description and an identification of the University officers chiefly responsible for implementation.

The document does not seek to correlate Focus Areas with individual items contained within the Strategic Plan's Strategic Priorities. The level of interaction and overlap between items renders such an exercise unhelpful.

It should be remembered that the Focus Areas are those chosen for by the Vice-Chancellor and President for personal attention during 2020.

The Strategic Plan contains numerous items that are not directly picked-up in Focus Areas.

This does not mean that they are not important and will not be pursued within the Strategic Plan: merely that they will not be a standing personal focus of the Vice-Chancellor and President in the present year.

Focus Area	Description	Officer
Strategic Priority 1: All our endeavours, grounded in mission		
Church Listening and Offer Project	<p>Comprehensive survey of Church entities on needs and opportunities.</p> <p>Utilize 2019 Profiling exercise</p> <p>Lead to comprehensive offer by ACU for collaboration and service</p>	<p>VP</p> <p>DVC C</p> <p>D LaSA</p> <p>D/R MER</p>
National Ethical Capacity	Continue development of national linkage of Catholic ethical capacity	<p>DVC C</p> <p>VP</p> <p>ED FTP</p>
Ecclesiastical Degrees	Continue exploration capacity offer ecclesiastical degrees, including pursuit partnership with Catholic Institute of Sydney	<p>VP</p> <p>DVCC</p> <p>ED FTP</p>
Intensification Formation Programs for Staff and Students	<p>Include strong emphasis on ethical thinking and analysis</p> <p>Include examination modern challenges facing Church and Church entities</p> <p>Include collaboration with Melbourne Archdiocese <i>Catholic Culture Initiative</i></p>	<p>VP</p> <p>DVC C</p> <p>D LaSA</p> <p>D/R HR</p>
Further Develop PM Glynn Institute as hub of Catholic Public Policy	<p>Continue emphasis on (e.g.) freedom of religion, indigenous rights</p> <p>Develop projects expressing and grounding works of Mercy of Church</p>	<p>D/R PMGI</p> <p>DVC C</p>
Work with Vatican Authorities	<p>Particularly through Vice-Chancellor's role as consultor to Congregation for Catholic Education</p> <p>Generally, and through particular nominated projects</p>	<p>VCP</p> <p>VP</p>
Catholic Cultural Programme	Enhance University's Catholic character through culture and the arts	<p>VCP</p> <p>VP</p>

Strategic Priority 2: Distinctive, inclusive, dynamic and student-centred education		
Stability	Maintenance stability in dynamic higher education market	Provost
New Offerings: Disciplinary	<p>Develop new offerings in disciplines in achievable areas</p> <p>Example: areas contiguous to current offerings, or readily within capacity</p> <p>Law to be established in Brisbane as soon as feasible</p>	<p>DVC EI</p> <p>Provost EDs ED FLB D/R MER</p>
New Offerings: Format and Focus	<p>Comprehensively develop new offerings in nature of delivery, especially technologically</p> <p>Examples: digital, micro-credentialing, pathways</p>	<p>DVC EI</p> <p>Provost EDs D/R MER</p>
Review all Offerings for Currency in Mode and Delivery	<p>Consider offerings in terms of format, delivery and technology</p> <p>Enact reforms</p>	<p>DVC EI</p> <p>Provost EDs D/R MER</p>
Continue modernisation of Recruitment and Student On-Boarding	Development of technological and human practice initiatives, early offers	<p>DVC EI</p> <p>COO Provost AR D/R MER</p>
Retention and Attrition	<p>Identification of areas of weakness and underlying reasons</p> <p>Deployment of rectification strategies</p>	<p>DVC EI</p> <p>Provost EDs</p>
Vocational Education	<p>Develop and integrate strategy for ACU's place in vocational education in light major policy change</p> <p>Active cooperation between ACU and TAFEs on joint product</p>	DVC EI
Postgraduate	Assess and radically refresh current strategy to expand postgraduate offerings and enrolments	<p>DVC EI</p> <p>Provost</p>

		EDs PVC GEP
Portfolio and Administrative Adjustments	<p>Adjust portfolio areas and administrative arrangements to facilitate achievement of above objectives</p> <p>DVC EI to have full strategic direction, including within Faculties, of:</p> <ul style="list-style-type: none"> • New Offerings (Disciplinary) • New Offerings (Format and Focus) • Review of Offerings for currency of mode and delivery • Postgraduate offerings <p>Note: Strategic control over retention and attrition already vested in DVC EI</p> <p>Note: DVC EI currently has responsibility for vocational education and ACU College</p> <p>Note: International Office to be transferred from Provost to DVC EI, along with PVC GEP reporting line (see Strategic Priority 5)</p>	VCP
Strategic Priority 3: World-leading research, with impact		
Research Intensification Strategy	<p>Maintain Successful Research Intensification Strategy</p> <p>Continue secure status as research intensive university</p> <p>Continue rankings, recruitment, partnership and engagement exercises</p>	DVC R
Government Business Research Strategy	Devise and implement strategy for joint business-university research, as required by Government, especially in fields of Health and Education	DVC R
Higher Degree Research Students and Early Career Researchers	Increase numbers of HDRs and assure employment and development opportunities for ECRs	DVC R
Research Assessment	Prepare for future and potentially changed research assessment environment, including around impact	DVC R

Strategic Priority 4: Vibrant academic culture, enriched by innovation and discovery		
Assessment Academic Life within University	<p>Assessment and report on extent to which academic staff, especially teaching-focussed staff, are engaged in scholarship, research or advances in practice</p> <p>Special consideration of new part-time, sessional and casual staff</p> <p>Formulation of programmes for improvement, consistent with research intensification strategy</p>	DVC C/DVC EI
Assessment Academic Staffing Levels	<p>Comprehensive assessment of academic staffing levels by reference to organisational unit, discipline and campus</p> <p>Report with options</p>	DVC C/DVC EI
Balance between Professional and Academic Staff	<p>Comprehensive assessment of academic balance between staff types by reference to organisational unit, discipline and campus</p> <p>Report with options</p>	DVC C/DVC EI
Continue Expansion Research Opportunities	Faculty Research Centres, Stakeholder Enhanced Scholarship and Institute of Humanities and Social Sciences	DVC R
Core Capacity in Arts, Social Sciences and Humanities	Establish capacity in Arts, Social Sciences and Humanities as intrinsic element of Catholic university, analogously to Faculty of Theology and Philosophy	DVC EI DVC C DVC R PVC AAC D FEA
Freedom of Speech	Complete review and revision	COO D/R GOV
Strategic Priority 5: Deeply engaged, globally renowned		
Rome	Permanently establish University's Rome Campus	VCP VP COO
Blacktown	Rollout establishment of Blacktown Campus	DVC C Deputy COO
International Catholic and Secular Relationships	Continue to advance successful programme of relationships with high quality institutions.	VCP VP

	Ensure viability of Rome Campus	PVC GEP
International Students and Education	Transfer International Office to DVC EI, with PVC GEP reporting line Devise and execute strategy for major expansion Melbourne international market	DVC EI Provost PVC GEP EDs
Alumni and Philanthropy	Pursue and build upon gains during 2019	DVC EI
Strategic Priority 6: Service, stewardship and sustainability		
Governance Review	Support current governance review	VCP COO
New Strategic Plan	Roll-out, communication and monitoring through University	COO D/R OPSM
Financial Covenants	On-going monitoring and adherence to covenants relating to gearing, profit margin and employment benefits	COO CFO
TEQSA Audit Preparation	Assessment of risks, ameliorating action, collection of material Monitoring of the regulatory posture of TEQSA	COO D/R OPSM
Overseas Enrolment Trends Monitoring	Careful monitoring of overall vulnerabilities in national market for overseas students	DVC EI Provost PVC GEP
Australian Government Policy on University Funding	Potential downturn in public university funding	VCP D/R GPS
Influence Australian Government Policy on Initial Teacher Education	Admission system on principled sustainable basis	VCP D/R GPS ED FEA
Major Building Project – St. Teresa of Kolkata Building	Monitor project roll-out, costs, over-runs, timeliness etc.	COO Deputy COO

Legend - Abbreviated Titles

Abbreviation	Full Title
Deputy COO	Deputy Chief Operating Officer
COO	Chief Operating Officer
D/R FIN	Director, Finance
D/R GOV	Director, Governance
D/R GPS	Director, Government, Policy and Strategy
D/R HR	Director, Human Resources
D/R MER	Director, Marketing and External Relations
D/R OPSM	Director, Office of Planning and Strategic Management
D/R PF	Director, Properties and Facilities
D/R PMGI	Director, Patrick McMahon Glynn Institute
DVC R	Deputy Vice-Chancellor, Research
DVC EI	Deputy Vice-Chancellor, Education and Innovation
DVC C	Deputy Vice-Chancellor, Coordination
ED FEA	Executive Dean, Education and Arts
ED FLB	Executive Dean, Faculty of Law and Business
EDs	Executive Deans
D LaSA	Dean, La Salle Academy for Religious Education
PVC GEP	Pro Vice-Chancellor, Global and Education Pathways
PVC AAC	Pro Vice-Chancellor, Arts and Academic Culture
VCP	Vice-Chancellor and President
VP	Vice President
AR	Academic Registrar