The Objects of the University

a) the provision of university education within a context of Catholic faith and values; and
b) the provision of an excellent standard of –
   i) teaching, scholarship and research;
   ii) training for the professions; and
   iii) pastoral care for its students.

Strategic Plan
2013-2016
The Objects of the University

a) the provision of university education within a context of Catholic faith and values; and

b) the provision of an excellent standard of –
   i) teaching, scholarship and research;
   ii) training for the professions; and
   iii) pastoral care for its students.

The Objects of the University as set out in Section 5 of the University of Notre Dame Australia Act (1989) WA.
The History of the University

The University was built upon and adopted the vision and ideals of the ancient and esteemed traditions of Catholic universities. The idea of “Notre Dame Australia” emerged in Western Australia in the second half of the 1980s. Its initial stimulus was the realisation by the Western Australian Catholic Education authorities that there were inadequate means of providing special training for large numbers of lay teachers who would be needed for future service in the State’s extensive Catholic school system. There was also concern in some quarters that the large Catholic hospital system in the State had no formal means of preparing lay professional staff for the special mission of Catholic health care into the future.

Despite many obstacles and early crises, the ‘idea’ eventually became a reality. The University of Notre Dame Australia was established under Canon Law as a public collegial juridical person by a proclamation of the Administrator of the Archdiocese of Perth dated the second day of July 1991. It had earlier been created as a statutory body under an Act of the Western Australian Parliament passed in 1989.

Two decades after the University enrolled its first cohort of 70 post-graduate Education students on its Fremantle Campus, the University has evolved into a multi-campus, multi-discipline and dual-sector Catholic university. The University extends from Fremantle on the west coast of Australia, to Broome in the north-west (campus opened in 1994) and to the eastern seaboard of Australia (the Sydney campus opened in 2006). At the end of 2012, more than 11,000 students were enrolled in courses taught through Schools of Arts and Sciences, Business, Education, Health Sciences, Law, Medicine, Nursing and Midwifery, Physiotherapy, Philosophy and Theology. Notre Dame has developed from an idea to a thriving institution in two decades. The conversion from idea to reality was achieved because of the extraordinary and inspirational efforts of a substantial group of people in Australia and the United States; because of the generous and often courageous moral and material support it received from the Church and its agencies, and from individuals and groups in the community; because of the commitment of Commonwealth and State governments and from all political parties in Australia; because of the faith and dedication of so many of its teachers, students and administrative staff; and because above all else, Jesus was and is at its heart.

The Objects of the University

a) the provision of university education within a context of Catholic faith and values; and
b) the provision of an excellent standard of –
   i) teaching, scholarship and research; and
   ii) training for the professions; and
   iii) pastoral care for its students.
TO DO WHAT IS JUST,
TO SHOW CONSTANT LOVE,
AND TO LIVE IN HUMBLE
FELLOWSHIP WITH OUR GOD.
MICAH 6:8
Our Vision

Now in the third decade of our existence as a University, we seek to realise our potential as a leading Catholic university in the competitive and shifting higher education environment nationally and internationally. Our distinctive contribution to intellectual and public life is based on our commitment to the harmony of faith and reason at the centre of Catholic discourse. This commitment underpins our vision of fidelity to the Church, full participation in academic life and committed service to the Catholic and wider communities.

In February 2012, the Trustees of the University and the Board of Directors adopted a set of principles to guide the University in the next phase of its planning and development. These Guiding Principles, together with the Objects of the University, the Canonical Statute and the founders’ original vision and ideals, are the foundation upon which the University now seeks to review and articulate the ways in which it will carry out its mission over the next four-year period.

Our aspiration for the University is to:

i. Ensure the University continues to be authentically Catholic; to follow the rich intellectual and pastoral tradition of the Catholic faith and in fidelity to this tradition, engage in the rigorous pursuit of truth and wisdom; to develop and build the “Community of Notre Dame” such that all who are associated with it find it to be a culture and environment that is conducive to the development of the whole human person;

ii. Pursue excellence in all that we do, with particular reference to the academic endeavours of teaching, scholarship and research;

iii. Play an active role in the local, national and international community, by acknowledging at all times that we are a university “in the world” and “for the world” and always to act in ways which are in full concord with our obligations to civil society; and

iv. Ensure that the University has resources and governance systems that will enable it to achieve the Objects of the University.

To fulfil our aspiration over this term, the University has identified four key strategic goals:

1 Authentic Catholicity;

2 Excellence in Academic Endeavours;

3 Active Community Engagement;

4 Responsible Stewardship.

The Objects of the University

a) the provision of university education within a context of Catholic faith and values; and

b) the provision of an excellent standard of –

i) teaching, scholarship and research;

ii) training for the professions; and

iii) pastoral care for its students.
Strategic Goals

1 Authentically Catholic

The University will be, and seeks to be recognised as, authentically Catholic in all that it does.

Students and staff participating in the Love and Responsibility event held on the Broadway Campus.
The University will achieve this by:

**1.1 Catholic Intellectual Tradition**
Engaging in the rigorous pursuit of truth and wisdom, in all of its intellectual pursuits, within a Catholic moral framework and mindful of the obligation of fidelity to the Gospel and the Church’s Magisterium. The University will foster in all staff and students an appreciation of the richness and relevance of the Catholic intellectual tradition and the obligation to serve the wider community in their chosen disciplines and in their daily lives.

**1.2 Pastoral Care**
Building a culture and environment that is recognisable by the distinctive pastoral care it provides to those within its community, which is shaped and informed by the example of Jesus, the Good Shepherd, and the richness of Catholic moral teaching.

**1.3 Leadership**
Recruiting, developing and forming leaders who are fully committed to service with faith and strong moral values and who are visionary, innovative and courageous.

**1.4 Ministry and Chaplaincy**
Providing opportunities to students, staff and the community to grow in the understanding and practice of the Catholic faith, and to integrate their faith within all aspects of their lives.

**1.5 Development of the Whole Human Person**
Building a culture and environment of life, of respect and of commitment that is conducive to the development of the whole human person.

**1.6 Volunteer and Service Learning**
Providing opportunities and encouragement for staff and students to engage in volunteer activities and service learning in accordance with the Christian spirit of service to others and the Social Teaching of the Church.

**1.7 Equity and Access**
Providing opportunities and avenues to ensure just access to the educational offerings at the University.

**Means of measuring success:**
- Audit of mission compliance
- Chaplaincy/ministry liturgies and activities for staff and students and numbers of participants in activities
- Core Curriculum monitoring and evaluation
- Integration of Catholic intellectual tradition into curriculum
- Staff Survey – engagement with mission and vision
- Staff retention and turnover rates
- Volunteer activities/integrated service learning opportunities
- Personal development opportunities, including cultural, sporting, health and mental wellbeing
- Scholarships, bursaries and non-financial support available for students
- Leadership development activities
- Academic and general staff recruitment, induction and professional development opportunities
- Diocesan engagement, particularly through the Offices of the Bishops, Parishes and Priests, seminaries, Catholic Education Offices and schools, Catholic Healthcare and social service agencies
- Student data and socioeconomic demographics
- Student surveys

**The Objects of the University**

a) the provision of university education within a context of Catholic faith and values; and
b) the provision of an excellent standard of –

i) teaching, scholarship and research;
ii) training for the professions; and
iii) pastoral care for its students.
Strategic Goals

2 Excellence In Academic Endeavours

The University will pursue excellence in its academic endeavours, with particular reference to and emphasis on its teaching, scholarship and research activities.
The University will achieve this by:

2.1 Staff
Recruiting, retaining and developing appropriately qualified and passionate academic and general staff.

2.2 Learning and Teaching
Providing an excellent learning environment for every student that is personal, accessible, challenging and rewarding; promoting teaching excellence through identifying, developing and retaining quality experienced teaching staff from academic and professional worlds; mentoring, developing and rewarding early-career teaching staff.

2.3 Research Culture
Strengthening the culture of research and scholarship through support, training and encouragement of members of the academic staff, particularly in the Research Focus Areas of the University, to commence and/or continue in their research undertakings.

2.4 Research Activity
Encouraging and supporting all active researchers at the University; strengthening senior research capability and expanding the existing mentoring and development of early-career researchers. Particular institutional effort and support will be directed towards those researchers working in the Research Focus Areas of the University, namely, Indigenous Research, Health, Ethics, Philosophy, Theology and Catholic Education.

2.5 Engagement of Professions
Working actively with professional bodies and seeking their input, guidance and involvement in the development, review and teaching of all professional disciplines. The aim is to be an institution of choice for these professional bodies and future employers of our graduates.

2.6 Quality of Academic Programs
Ensuring that all professional degrees are fully accredited with the appropriate professional bodies and that all academic courses and programs are recognised as benchmarks of excellence in their fields.

2.7 Graduate Outcomes
Striving to ensure that graduates are recognised for attributes which go beyond excellent disciplinary expertise and/or technical knowledge, including skills, values and characteristics that enable them to connect with and serve the community through active participation, engagement and reflection.

Means of measuring success:
- Internal University teaching evaluations
- Internal course reviews
- Course benchmarking against external institutions
- Externally awarded Teaching Awards
- Internal Teaching Awards
- External surveys of student experience and satisfaction
- Results in external student and graduate surveys
- Student retention
- Research Capacity (Staff)
- Levels of Research Support
- Higher Degree Research enrolments and completions
- Research Publications and other outputs
- Research Income
- Academic Staff profile
- Staff retention and turnover rates
- HERDC statistics and ERA results
- Professional accreditation results
- Involvement and engagement of Advisory Boards

The Objects of the University
a) the provision of university education within a context of Catholic faith and values; and
b) the provision of an excellent standard of –
   i) teaching, scholarship and research;
   ii) training for the professions; and
   iii) pastoral care for its students.
Strategic Goals

3 Active Community Engagement

The University will play an active role in the local, national and international community, by acknowledging at all times that it is a university “in the world” and “for the world”. It will be known as a community leader.

Nursing students in North Vietnam Highlands as part of their practicum placement.
The University will achieve this by:

3.1 Indigenous Reconciliation
Implementing practices and strategies that will promote the ideal of Reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

3.2 International Linkages
Continuing to develop student and staff exchanges with international partners and developing a strategic plan for expanding the number of international linkages.

3.3 International Enrolments
Determining and pursuing appropriate opportunities for the internationalisation of student enrolments.

3.4 Relationships and Partnerships
Developing existing relationships and actively seeking new relationships and partnerships with other universities, Church agencies and organisations and professional bodies.

3.5 Integrated Workplace Learning
Building strong and mutually beneficial relationships with external organisations, particularly Catholic Healthcare providers and Catholic Education authorities, to ensure student participation in high quality work integrated learning experiences and to ensure that the University can assist in meeting the workforce needs of these organisations in years to come.

3.6 Alumni and Development
Encouraging graduates to remain active members of the University community. Strengthening existing relationships with donors and supporters, and developing innovative ways of attracting philanthropic support for the University. Ensuring that all those who give to the University feel part of the community of Notre Dame.

3.7 Consultancies
Offering, wherever we have expertise and capacity, professional services to organisations seeking academic input. Actively seeking out educational and formational needs of the laity of the Church.

3.8 Local Community
Seeking actively and positively to engage with and contribute to the local communities within which our campuses are based.

3.9 Engagement in the Public Square
Using the talents and expertise of the members of the Notre Dame Community to provide a distinctive Catholic scholarly contribution to public discussion and debate.

Means of measuring success:
- Student demographics
- International partnership and arrangements
- Course reviews and profiles
- Increased involvement and engagement of alumni
- Increase in extent and quality of partnerships and collaborations
- Range and quality of clinical placement offerings, practicums and internships
- Staff engagement with professional bodies
- Volunteering and charitable pursuits
- Community and media profiles

The Objects of the University

a) the provision of university education within a context of Catholic faith and values; and
b) the provision of an excellent standard of –
   i) teaching, scholarship and research;
   ii) training for the professions; and
   iii) pastoral care for its students.
Strategic Goals

4 Responsible Stewardship

So as to achieve its aspirations and fulfill its Objects, the University will ensure that its organisational and governance structures, processes, policies, practices, planning and systems are consistent with and promote responsible stewardship.
The University will achieve this by:

4.1 Governance
Implementing any changes necessary to ensure that the governance of the University is appropriate for the growth and development of a multi-campus dual-sector university.

4.2 Staffing
Seeking to recruit, develop, reward and retain high-quality staff members who are committed to the Objects of the University and who are aligned with its institutional priorities. Strengthening the culture of just relations between employer and employee.

4.3 Student Recruitment and Enrolments
Expanding and diversifying recruitment strategies for all campuses, with an emphasis on increasing the pool of suitable applicants and increasing the enrolment base in line with forecast targets and Admissions benchmarks.

4.4 Risk Management
Identifying and mitigating any potential risks faced by the University.

4.5 Financial Management
Reviewing and developing contemporary financial processes to maximise financial sustainability of the University in the long term.

4.6 Business Processes
Improving business, employment and IT processes through self review and external benchmarking against best practice and implementing a quality improvement framework to ensure that the operations of the University are conducted efficiently and transparently to ensure the sustainable growth of all campuses.

4.7 Diversification of Income Sources
Exploring and developing opportunities for non-tuition based sources of revenue for the University.

Means of measuring success:
- Financial forecasting and modelling
- Annual budget cycle
- Governance review of performance
- Staff Survey
- Student enrolment growth and diversification
- Professional Development
- IT infrastructure and services
- Marketing metrics

The Objects of the University
a) the provision of university education within a context of Catholic faith and values; and
b) the provision of an excellent standard of –
   i) teaching, scholarship and research;
   ii) training for the professions; and
   iii) pastoral care for its students.
The Objects of The University of Notre Dame Australia are:

The provision of university education within a context of Catholic faith and values; and

The provision of an excellent standard of –

i) teaching, scholarship and research;

ii) training for the professions; and

iii) pastoral care for its students.