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GROWING IN PARTNERSHIP: INTRODUCTION

Partnerships are fundamental to the University of Divinity.

Since 1910, it has been an institution shaped by partnerships between many churches and religious orders and constituted by the *University of Divinity Act* (Victoria). Partnership is expressed in the University's distinctive collegiate structure, first established in 1972, in which students and staff belong to the University through one of its Colleges. For three years after achieving university status in 2012, the University implemented and refined this innovative collegiate structure, building on a century-long tradition of excellence in theological scholarship.

The primary aim of this Strategic Plan, first adopted by the University Council in November 2015, is to build on these foundations by growing a strong and vibrant network of partnerships that delivers our Vision and Mission by 2025.

The Strategic Plan strengthens existing partnerships between the University Council, the churches and religious orders, and the Colleges. It aims to be driven by and integral to the Colleges, their mission and activities, both individually and collectively.

Furthermore, this Plan enables the creation of new partnerships, with academic, ecclesial, and public institutions, and faith-based agencies, indeed, with any institution that shares the University's ancient commitment to the common good and the hope that together we can make a transformative difference to the contemporary world.

The distinctive contribution of a University of Divinity to these partnerships is to generate critically informed approaches to truth, to discernment and decision-making. This is achieved by doing what we expect our graduates to do: to learn, articulate, and communicate the wisdom of ancient traditions, to engage contemporary challenges, and to put our abilities at the service of others.

As the shape and expression of faith itself continues to evolve, the University of Divinity can help agencies connect with the missional impulse of their founders and founding traditions, and restore a critical component to public debate about faith, belief, and religion. To do this, the University must be prepared to be itself challenged, to be immersed in the problems and opportunities of the world in which we live.

This Plan sets out to achieve these outcomes by 2025. This means becoming a collegiate University that not only continues to deliver quality theological education through a vibrant community of scholars, but also engages that scholarship with the issues of the contemporary world; a University which is focussed on its mission of excellence, growth, and engagement.

No plan is perfect, and we live in a world of constant change. The Plan is reviewed annually, with a major review every three years, to celebrate goals which have been delivered, to understand those that have not, and to add new goals.

Through the partnerships developed through this Plan, the University aims:
- to serve the church in the formation of ministers and leaders;
- to serve the academy through the development and growth of theological scholarship; and
- to serve the wider world by applying wisdom and compassion where it is most needed.

Professor Peter Sherlock
Vice-Chancellor

UNIVERSITY VISION

Together we empower our learning community to address the issues of the contemporary world through critical engagement with Christian theological traditions.

UNIVERSITY MISSION

We fulfil our vision through:
- excellence in learning, teaching, and research
- growth of our resources and capacity
- engagement with the churches and community in Australia and internationally

STRATEGIC AIMS 2025

In 2025 the University of Divinity, a collegiate University, will be:
1) an ecumenical community of scholars with a shared commitment to the University's Vision and Mission.
2) widely recognised for its scholarship, and as a resource for media, academy, government, and church.
3) formed of partnerships, structures, and scholars that can communicate, challenge, and transform twenty-first century societies.
4) flexible, agile and visionary in its activities, producing sustainable programs.
5) engaged with the Strategic Plan and able to demonstrate that its goals are being achieved.

GRADUATE ATTRIBUTES

Learn
Graduates are equipped for critical study, especially of Christian texts and traditions

Articulate
Graduates articulate theological insight and reflection

Communicate
Graduates communicate informed views through structured argument

Engage
Graduates engage with diverse views, contexts and traditions

Serve
Graduates are prepared for the service of others

GOALS 2019 to 2021

Goals
Goals are arranged in three categories derived from the University's Mission statement – Excellence, Growth, and Engagement. While most goals have elements of all three categories, each has a primary focus.

Implementation
The Strategic Planning Committee of the University Council is responsible for monitoring the progress of the Strategic Plan, which is a standing item at its meetings. The Committee makes an annual progress report to the Colleges and the Council.

Goal leaders are responsible for delivery of each goal and for reporting progress to the Strategic Planning Committee, and regularly engaging with the University Executive (College Principals) and University Council.

Resources
Through the University's Business Plan and annual budget approval processes, the Council identifies the resources available to support the Strategic Plan, seeking where possible to ensure goals become self-supporting.

Revision
Current or potential goal leaders may apply at any time through the Strategic Planning Committee to the University Council to amend a goal, as knowledge is gained from the evidence of experience, or to add a new partner to a pilot project.

In early September each year the Strategic Planning Committee conducts a review of the plan at which goal leaders present a progress report and propose any changes or funding requirements to the Committee. This Committee then makes recommendations to Council on the plan for the following year, and advises Council on the budget required for the following year.

In 2021 there will be an opportunity to propose new goals to the University Council for the 2022 - 2024 triennium.

EXCELLENCE

1. Academic Resources
    To provide well-resourced, inconspicuous, and integrated academic systems that enable staff and student time to be devoted to learning excellence.

2. Centre for Research in Religion and Social Policy (RASP)
    To improve the University's ability to bring theological insight into contemporary world issues and social policy debates.

3. Feminist Theologies
    To be a centre of excellence in feminist theological scholarship and in mentoring academics so as to challenge and transform patriarchal structures and assumptions in the academy, church, and wider world.

4. Graduate Certificate in Theological Education (GCTE)
    To educate the best theological *educators* in Australia.

5. Library Resources
    To support the development and growth of quality theological education by:
    - the provision of scholarly library resources (both print and online)
    - engagement with the University's learning, teaching and research communities to deliver specialist library services
    - development and promotion of our unique resources and special collections
    - a commitment to the benefits of the library network working collaboratively in the provision of these resources and services.

6. Research
    To enhance the quality of the research culture, including increases in output, engagement, income, and training in the lead up to ERA 2021.

GROWTH

7. Counselling
    To create and deliver offer high quality, industry recognised and professionally accredited degrees in Counselling.

8. Enrolment Growth
    To promote the University as the Australian provider of choice for theological education, to resource a holistic approach to services offered to students, and to achieve long-term financial sustainability for the University and its Colleges.

9. Human Ageing
    To provide and disseminate a holistic understanding of human ageing through a focus on theology, spirituality, pastoral care and ethics.

10. Professional Doctorate
    To provide cost effective access for suitably qualified Australian ministry practitioners to a high quality professional doctorate.

11. University Brand
    To increase the University's profile and reputation, raising awareness internally and externally about successful delivery of our Vision and Mission.

ENGAGEMENT

12. Aboriginal and Torres Strait Islander Theologies
    To support Aboriginal people and Torres Strait Islanders to engage in theological education, scholarship and research.

13. Leadership and Identity
    To identify and conduct practice-enhancing research on educational mission, identity and leadership in Catholic schools, in conjunction with Catholic Education providers.

14. Responding to the Royal Commission
    To resource the churches and religious orders and Australian community to make effective and comprehensive responses to the findings of the *Royal Commission into Institutional Responses to Child Sexual Abuse*.

Goal 1	**Academic Resources**		
Category	Excellence		
Contact	Director of Learning and Teaching (John Capper)		
Leaders	Academic Resources Committee		
Partners	Andragogic All Colleges		
Council Budget 2019	$29,200 1200 hours OVC staff time		
Vision	To provide well-resourced, inconspicuous, and integrated academic systems that enable staff and student time to be devoted to learning excellence.		
Description	Immediacy, efficiency, adaptability and reliability are hallmarks of academic systems suited to the Twenty First Century. The development of ARK in 2013 and its subsequent maturation are being taken further faster through the growing focus and energy of the Academic Resources Committee and the appointment of an Academic Systems Manager. Ongoing commitment to this role and to system development and integration are needed to provide the infrastructure to allow ongoing best practice in teaching and in learning resource provision and learning activity management. This will be achieved by ongoing research, system development and system integration. This goal aims to become business as usual under the governance of the Academic Resources Committee, most likely from 2021.		

Targets	**Date**	**Deliverable**	
	pre 2019	Unit scheduling tested through the UMS into TAMS	
	pre 2019	Units have new points values attached	
	pre 2019	All Unit Records have basic details in UMS	
	28 Feb 2019	All Unit Records have full details in UMS	
	30 Apr 2019	New Unit Records can be created in UMS	
	30 Jun 2019	2020 unit scheduling can be done from UMS	
	30 Jun 2019	Staff Data System specifications	
	30 Oct 2019	Business as Usual plans ready for UMS	
	30 Nov 2019	Staff Data System prototype	
	28 Feb 2020	Staff Data System now serves canonical data as needed	
	30 Apr 2020	Course Management System specifications	
	30 Nov 2020	Course and Unit Management Systems fully integrated and operational	
	March 2021	Goal concludes: Academic Resources becomes business-as-usual	

Resources	**Amount**	**Provider**	**Description**
	1200 hours	Council	Academic Systems Manager time
	$18,000	Council	Data entry to Unit MS (400 x $45 per hour)
	$1,200	Council	System/s hosting
	$10,000	Council	Specialist IT systems consulting (50 x $200 per hour)

Goal 2	Centre for Research in Religion and Social Policy (RASP)	
Category	Excellence	
Contact	RASP Director (Gordon Preece)	
Leaders	RASP Committee (Acting Chair: John Bottomley)	
Partners	The Colleges Catholic Social Services Victoria (CSSV) Collins Street Baptist Church Ethos Ridley College Social Policy Connections	
Council Budget 2019	$58,861 50 hours OVC staff time	
Vision	To improve the University's ability to bring theological insight into contemporary world issues and social policy debates.	
Description	The University's first Centre has been successfully established as the Centre for Religion and Social Policy (RASP). Overall outcomes have included raising the public profile and perceived public relevance of the University in relation to key questions about the character and values of Australian churches, religions and society in an Asian-Pacific and global context. RASP's media training, engagement in high and medium level public seminars/conversations and publication record display a discerning and respectful level of intellectual engagement with the best of secular pluralist thought. RASP's peer-reviewed research seeks to provide robust backing for such engagement in a regional and global context at an internationally informed and recognised level. RASP seeks, where possible given resource limitations, to produce material on germane topics at both engaged/accessible and high-calibre journal level. Further, RASP aims to create capacity, under the Centre Director's leadership, to acquire grants to fund projects and increase its impact. The Centre has established the categories of Member and Associate and thereby developed links with most Colleges of the University and, through them, furthered relationships with church agencies (e.g. Brotherhood of St Laurence, CSSV) engaged in social policy development. The Centre is providing the University with valuable experience in establishing and growing effective Centres, creating a governance model suitable for focusing theological scholarship in other areas.	
Targets	*Date*	*Deliverable*
	2019 Apr	*1:* Review of RASP by UD Council completed in first half of 2019
	2019	*2*: Continue research project on Economy and Ecology with major *Just and Ecologically Sustainable Peace* international conference planned by RASP Ecology group, Pax Christi, Ethos and Social Policy Connections for 23-24 April at CTM with Heather Eaton and Chaiwat Satha-Anand, and produce internationally published book and journal edition of proceedings
	2019	*3:* in second half of 2019, increased focus on Humanising Work research with Industry Research Project to be implemented through College industry connections

	2019	*4:* 12 seminars held (inc. third annual Conversation: *Women in Church and Public Life* with Kristina Keneally and Julia Baird)
	2019	*5:* 8 peer-reviewed publications, inc. those from international conference (with increased focus on high-level journals)
	2019	*6:* 12 high-profile opinion pieces in outlets such as *The Conversation, ABC Religion & Ethics* and *Eureka Street* and 12 other public engagement publications
	2019	*7:* One industry-funded research project to value of $30,000 or higher – applications to be submitted to each of the Australian Research Theology Foundation Inc. ($10,000) and Collier ($20,000); implementation of process developed in 2018 for submission of members' research grant applications through RASP grants sub-committee
	2019 Aug	*8:* Planning for 2020 events a) Anthropocene conference and publication in *International Journal of Public Theology* and b) *Health, Faith and Flourishing* conference with RASP, CTC and ACU
Resources	*Amount*	*Provider*	*Description*
	$44,861	Council	Director's salary (0.4 FTE Level D)
	$14,000	Council	Grant for administration, communication, event costs
	50 hours	Council	OVC staff time to support RASP (administration, finance, marketing)
	$5,000	Australian Research Theology Foundation	Project Grant (awarded 2018)

Goal 3	Feminist Theologies
Category	Excellence
Contact	Robyn Whitaker
Leaders	Stephen Burns, Katharine Massam, Monica Melanchthon, Robyn Whitaker on behalf of the *Australian Collaborators in Feminist Theologies* (Steering Committee consists of the above named along with Carolyn Alsen (Trinity), Merryl Blair (Stirling), Talitha Fraser (Poet), Brian MacCallan (Stirling), Cathryn McKinney (HDR student in UD), Carmel Posa (YTU), Claire Renkin (YTU), and Fotini Toso (UD Research Office).
Partners	Pilgrim Theological College Trinity College Theological School
Council Budget 2019	$25,000 150 hours OVC staff time
Vision	To be a centre of excellence in feminist theological scholarship and in mentoring academics so as to challenge and transform patriarchal structures and assumptions in the academy, church, and wider world.
Description	Feminist Theologies aims to consolidate and energise the University's commitment to the participation of women and feminist scholars in the academy and for the churches. By fostering and forwarding feminist voice and vision we aim to promote Gospel justice by addressing issues relating to gender equality, class, race, sexuality, and ability. This goal draws on the University's tradition as the first Australian institution to award a degree in theology to a woman (Winifred Kiek, BD (1924)) and a flagship within the academy for the significant numbers of Catholic women religious, pastoral associates and others not seeking ordination, as well as those women who (since Kiek's ordination in 1927) have been ordained as Christian ministers in Australia. It aims to grow further the existing network of feminist scholars that seeks to enable a fresh conversation through initiatives in research, publication, mentoring, and related teaching. The goal has five aims: 1. Foster feminist scholarship through conferences, publications, research projects, and a mentoring program 2. Critique theological and biblical traditions created under the influence of asymmetrical power structures, particularly androcentric structures, as they intersect with other asymmetrical power structures (e.g. racism, economic injustice) 3. Highlight and reclaim those parts of the Christian tradition that are fruitful and liberating for women in their diverse communities and circumstances 4. Create resources to equip and empower feminist leadership, reflection and practice for the academy, church and world 5. Embody collaborative and intersectional approaches to our work

Targets	Date	Deliverable
	2019	Establish a governance structure in accordance with the regulations of the UD and in consultation with the VC that reflects feminist principles of engagement

	2019 (mid)	Hire an administrative coordinator to work with the leadership team	
	2019	Launch a new website and update existing Facebook and Twitter accounts so as to have consistent branding and messaging for the group	
	Annual	Hold 2 public events per year (conferences, seminars, public lectures, workshops)	
	2019	Obtain 2 book contracts with quality international presses presenting our research on feminism and theology	
	2021	Complete and launch 2 books in addition to having new publication projects in process	
	2019	Trial a mentoring program with small group of 6	
	2020	Mentoring part 2: Evaluate, expand, and continue to develop a mentoring program for a wider group across the UD, including the training of mentors.	
	2021	Mentoring part 3: Have a recognizable mentoring program that would be a leader in the theological sector for its advocacy and support of women and feminist theologians	
	2020	Creation of resources: Have a working section of the website that hosts resources and popular articles	
	2020	Curriculum development: Add at least one new unit in an aspect of Feminist Theology to the UD curriculum (this is in addition to the new unit "Thinking Otherwise" being group taught at Pilgrim in 2018)	
	2021	Explore external partnerships and funding opportunities including the possibilities of an ARC grant for a major project	
Resources	*Amount*	*Provider*	*Description*
	$25,000	UD Council	Administrator to coordinate events, volunteers, fundraising, and potentially grant writing
	150 hours	OVC	Staff support for website development and branding
	$4,300	ACFT Network	Current balance of the *Australian Collaborators in Feminist Theologies* for purpose of running conferences and events
	$3,000	Trinity	One-off grant for the purposes of research related events / speakers
	In kind (~$3,000)	Trinity	Use of the office administrator's time on an occasional basis to help produce posters, advertisements, conference registration, no-cost room bookings for events
	In kind (~$3,000)	Pilgrim	Provision of conference space at no charge, occasional administrative support
	$27,000+	Pilgrim	Provision of faculty time to teach units and contribute to leadership / organisation of events

Goal 4	Graduate Certificate in Theological Education
Category	Excellence
Contact	John Capper
Leaders	Merryn Ruwoldt, Course Coordinator for GCTE and John Capper
Partners	Australian Lutheran College University Executive Learning and Teaching Committee
Council Budget 2019	$20,000
Vision	To educate the best theological *educators* in Australia.
Description	This goal improves the professional and pedagogical capabilities of theological educators. It ensures that new generations of scholars can be equipped to deliver the University's Vision. The Graduate Certificate in Theological Education, begun in 2017, creates a pathway for professional development and academic recognition for theological educators. Now gaining momentum in the sector, the GCTE will benefit from internal support as a purpose-designed means of professional development. A small ongoing financial commitment from the University will ensure that the award can continue to bring transformation and flourishing to our own theological educators.

Targets	Date	Deliverable	
	Nov 2018	First GCTE Graduation	
	Apr 2019	Restructure of course presented to University Executive, including possible micro-credentialing	
	Jun 2019	First new PD element of DE8034L Specialist Applications in Higher Education offered	
	Jun 2019	Major internal and external marketing campaign to theological educators undertaken	
	Feb 2020	5 students from within the University have completed the GCTE 1 student from outside the University has completed the GCTE 7 new students commence GCTE	
Resources	Type and amount	Provider	Description
	$20,000	Council	Grants for immediate development of new units focussed on professional skills in teaching, research, leadership and engagement for academic staff and use of external experts for delivery

Goal 5	Library Resources		
Category	Excellence		
Contact	Kerrie Burn, Manager of UD Library Hub, Library Manager Mannix Library		
Leaders	Library Committee		
Partners	Mannix Library (Catholic Theological College)		
Council Budget 2019	$192,315		
Vision	To support the development and growth of quality theological education by: the provision of scholarly library resources (both print and online); engagement with the University's learning, teaching and research communities to deliver specialist library services; development and promotion of our unique resources and special collections; and a commitment to the benefits of the library network working collaboratively in the provision of these resources and services.		
Description	This goal aims to improve and extend the reach of library resources, both hard copy and digital. This will require fostering greater collaboration across the University's libraries and identifying and developing communication strategies to deliver these resources across the whole University. Key targets include growth of the online Library Hub and ongoing development of the combined library catalogue (UDCat), supporting user needs across the University network of libraries, development of University-wide library collection policies, increasing consistency of practice across all libraries, and developing strategic digitisation projects that showcase special collections to enhance their accessibility and promote their future research potential.		
Targets	*Date*	*Deliverable*	
	2019	Continue to maintain and grow the Library Hub • Add Brill eJournals Collection and other online resources • Work towards ensuring that complete collections of works by key theologians are available electronically • Print revised UD Libraries Brochure • Develop and implement new Library Hub web interface	
	2019	Purchase LibGuides software and create relevant guides to resources	
	2019	Make changes to Library Hub and UDCat to maximize interoperability of infrastructure components and enhance end-user experience	
	2019	Continue to develop collection policies that will benefit libraries and library users across the University, with a focus of increasing consistency of practice across libraries	
	2019	Conduct project to optimise library print journal holdings	
	2019	Increase the number of library collections available in UDCat	
	2019	Develop Strategic Digitisation Projects to Showcase Special Collections	
	2019	Purchase quality A2 scanner to facilitate University-wide digitization projects	
Resources	*Amount*	*Provider*	*Description*
		Mannix Library	Staff expertise
	$192,315	Council	Library Hub (with new resources), UDCat, LibGuides
	$19,880	Council	A2 Scanner (capital expenditure)

Goal 6	Research		
Category	Excellence		
Contact	John McDowell		
Leaders	Research Committee		
Partners	Industry funding partners for specific projects		
Council Budget 2019	$140,000 Research Development Coordinator (1.0 FTE)		
Vision	To enhance the quality of the research culture, including increases in output, engagement, income, and training in the lead up to ERA 2021.		
Description	In the lead up to ERA 2021, the Research Goal invests in enhancing the University's research capacity through building an appropriate research culture, encouraging all academic staff to become and remain 'research active'; offering intensively high quality research training; building new, as well as reinforce existing, strategic associations and partnerships; engaging in co-operative collegial and international knowledge production; developing a research-informed teaching environment; driving knowledge dissemination through a variety of media platforms; and increasing research funding (through external partnerships, grants, and HDR recruitment). As such, the intention is to realise an eminent, vibrant and productive research culture, to augment the quality of the University's research activities, and to position research at the core of the University's activities is constructed around three key strategic objectives: research excellence and leadership, research partnerships, and research engagement.		

Targets	*Date*	*Deliverable*	
	2018-9	Provide 1xRFS for an Overseas Partnership HDR project	
	2018-9	Provide up to the value of 1xRFS for the Confluence project	
	2019	10% increase in peer reviewed research output at each College over 2017 performance	
	2019	Provide 3 Writing Workshops & Bootcamps	
	2020	Provide 3 Writing Workshops & Bootcamps	
	2020	Prepare data collection for ERA/EI 2021	
	2020	Apply for at least 2 x external competitive grants	
	2021	10% increase in the number of research active members of academic staff over 2017 numbers	
	2021	10% increase in Honorary Researchers with appropriate publication records over 2017 numbers	
	2021	5% increase in research income	
	2021	Apply for at least 1 external competitive grant	
	2021	Further 10% increase in peer reviewed research output at each College over 2017 performance	
	2021	Develop 3-5 year postdoctoral position	

Resources	*Amount*	*Provider*	*Description*
	$120,000	Council	Research Grants (25% reserved for HDR students)
	$15,000	Council	Research Training Workshops & Seminars
	$5,000	Council	Engagement & Media Activities
	1 FTE staff	Council	Research Development Coordinator (ongoing position from 2018)

Goal 7	Master of Counselling
Category	Growth
Contact	Andrew Menzies
Leaders	Andrew Menzies, Art Wouters, Shannon Hood
Partners	Stirling Theological College Australian Institute of Family Counselling (aifc)
Council Budget 2019	$20,000 1 x Research Fee Scholarship + Research Stipend Scholarship (continuing)
Vision	To create and deliver offer high quality, industry recognised and professionally accredited degrees in Counselling.
Description	This goal commenced with establishment in 2017 of a new award, the Master of Counselling, in partnership with aifc in a unique collaboration across vocational and higher education providers. The aim is to expand the University's capacity to meet the needs of church and society. It is intended that the model of partnership will be a learning experience so it may be adapted in the future to other partnerships and programs. The goal has led to the recruitment of a Dean of Counselling at Stirling and a doctoral candidate funded by the University to provide specialist expertise and increase the research base for future development. The Master of Counselling is now accredited by ACA and PACFA. An experimental website was created to deliver a "one-stop shop" providing a model for other awards and disciplines. The Masters was successfully launched in 2018 with the first students enrolled across 4 capital cities. In 2019 the goal includes a review of progress to date, and focuses on three further objectives: • growing enrolments in the Masters • establishing a research stream in the Master of Counselling through a specialised research methods units which can lead to doctoral research • exploring a Bachelor of Counselling.

Targets	Date	Deliverable	
	2019	Master of Counselling initial delivery reviewed; strategy reviewed	
	2019	Research methods unit in Counselling created	
	2019	Bachelor of Counselling Course Development Panel established and reported to Academic Board	
	2020	First graduations with the Masters award	
Resources	Amount	Provider	Description
	RFS & RSS places + $20,000	Council	Allocation of RFS and RSS place + $20,000 of top-up funding for PhD candidate in Counselling 2018-2020
	0.5-1.0 staff	Stirling	Dean of Counselling staff position

Goal 8	Enrolment Growth
Category	Growth
Contact	Damien Arnold, CFO
Leaders	Damien Arnold CFO René Erwich, Principal, Whitley College Sean Winter, Principal, Pilgrim College
Partners	University Executive on behalf of all Colleges
Council Budget 2019	$36,000
Vision	To promote the University as the Australian provider of choice for theological education, to resource a holistic approach to services offered to students, and to achieve long-term financial sustainability for the University and its Colleges.
Description	The goal of Enrolment Growth is committed to supporting Colleges to achieve long term financial sustainability resulting from a holistic approach to its service offerings to students. This includes a measurable commitment to increasing enrolment numbers and growing the University's impact. This is a strategic goal as it represents a fundamental change to the University's mode of operation. *Excellence:* The goal will support Colleges in identifying opportunities for the development of new programs, new approaches to learning and teaching and the critical analysis of current program delivery. *Growth:* Our Colleges have been entrusted with outstanding facilities and resources. To ensure good stewardship of these financial, human, information and physical assets the University aims to ensure each College is at or near its capacity, provides a return to its Church and stakeholders, and provides its students with an agile and advanced learning environment. *Engagement*: A collegiate relationship that provides outstanding program opportunities will enhance opportunities to develop future leaders within the Church, enhance learning within the community and developing pathways for the active movement of a church community. This Goal aims to grow enrolments by 14% from 2018 to 2021: 2019: 742.53 EFT (1.4% increase on 2018 budget) 2020: 777.44 EFT (4.7% increase on 2019 budget) 2021: 832.39 EFT (7.1% increase on 2019 budget)

Targets	Date	Deliverable
	2018 Nov	Develop business case and growth strategy paper
	2018 Nov	Analyse current student composition and establish key areas of student growth
	2018 Nov	Commence visitations to assist Colleges in 'audit' of current position and potential areas of growth
	2019 Jan	Develop set of comprehensive resources and documents available for College use.
	2019 Mar	Colleges to commit to one or more area of growth

	2019 Mar	Establish mentor and College support program and leadership working group	
	2019 Apr	Establish targets for each College, and include in 2019 Business plan	
	2019 Jun	Establish University promotion strategy	
	2019 Sep	Pilot new College programs	
	2019 Sep	Website development	
	2019 Sep	Financial reporting and analysis	
	2019 Oct	Source additional external funding	
	2020 Feb	Initial implementation of pilot programs.	
Resources in 2019	*Amount*	*Provider*	*Description*
	$73,000	In Kind	Program management
	$42,000	All Colleges	Program initiatives, IT, advertising and promotion
	$36,000	Council	Program initiatives, IT, advertising and promotion, reporting

Goal 9	Human Ageing		
Category	Growth		
Contact	Dr Laurence McNamara		
Leaders	Dr Laurence McNamara and Dr Alan Niven		
Partners	Catholic Theological College Stirling Theological College Australian Lutheran College Yarra Theological Union Laurdel Foundation		
Council Budget 2019	$0 1 x Research Fee Scholarship (continuing)		
Vision	To provide and disseminate a holistic understanding of human ageing through a focus on theology, spirituality, pastoral care and ethics.		
Description	Establish the academic foundations for the Human Ageing Project by developing resources, research projects and educational programs. Establish the governance and organisational foundations for a Centre for Human Ageing. Develop a plan for sustainable ongoing funding for the Centre for Human Ageing.		

Targets	*Date*	*Deliverable*	
	2019	Four bibliographical essays for publication	
	2019	Two units for Graduate Certificate in Ageing	
	2019	Develop a Masters program	
	2019	Develop further doctoral projects	
	2019	Consultation to consider establishment of a Centre for Human Ageing	

Resources	*Amount*	*Provider*	*Description*
	$40,225	Laurdel Foundation	Research Assistant
	$15,830	CTC	On costs, office, IT
	RFS place	UD	Research Fee Scholarship for PhD candidate
	20 hrs	UD (OVC)	Staff time to build a project website

Goal 10	**Professional Doctorate**	
Category	Growth	
Contact	Andrew Menzies	
Leaders	Andrew Menzies (Stirling), Carson Reed (ACU)	
Partners	Stirling Theological College (Stirling) Abilene Christian University (ACU)	
Council Budget 2019	$0	
Vision	To provide cost effective access for suitably qualified Australian ministry practitioners to a high quality professional doctorate.	
Description	Currently in Australia there are few high quality, contextually relevant professional doctorates available for suitable qualified ministry practitioners. The University of Divinity is not presently able to resource a high quality award or identify a sufficiently large cohort of students to maintain its own award. This goal seeks to fill this gap through an international partnership with Stirling and ACU that provides a jointly delivered, high quality Doctor of Ministry pathway for both Australian and international students. This will allow the development of ministry programs at doctoral level within the University, and test the market need for such an award. This goal aims: • To develop a partnership to deliver the ACU Doctor of Ministry in cooperation with the University of Divinity through Stirling Theological College • To use this partnership as a pilot study for the possible development of a University of Divinity professional doctorate. • To ensure that suitably qualified Australian ministry practitioners have access to a high quality, contextually appropriate and affordable professional doctorate. • To ensure that participating University of Divinity faculty are trained as supervisors for the ACU Doctor of Ministry major projects so as to increase experience and knowledge in this aspect of research and pedagogy.	

Targets	Date	Deliverable
	2018 Oct	Complete MOU with UD, Stirling and Abilene.
	2019 Jan	Gain ATS approval for Abilene DMin on new location.
	2019 Jun	Finalise timetable for first cohort of Australian students entering in Jun 2020. Finalise unit approvals and staff accreditation through Academic Boards of UD and ACU.
	2019 Aug	Marketing commences Presentation at Strategic Planning Day.
	2019 Nov	Major Project supervisor training led by ACU MOU reviewed by Governance and Nominations Committee.
	2020 Jun	First Cohort begins in Abilene TX.

Resources	Amount	Provider	Description
	$10,000	Stirling	Travel costs for 2019 and 2020

Goal 11	**University Brand**		
Category	Growth		
Contact	Vice-Chancellor		
Leaders	Strategic Planning Committee		
Partners	n/a		
Council Budget 2019	$105,000		
Vision	To increase the University's profile and reputation, raising awareness internally and externally about successful delivery of our Vision and Mission.		
Description	The goal aims to raise awareness among current and prospective students about the value of theological study and the employment and vocational outcomes it supports. This will be achieved by development of the University's online resources to improve delivery high quality course information to and facilitate a student-focused admission and enrolment process. The goal aims to raise awareness in the wider community, including alumni, of the University's research and engagement and how delivery of its Vision and Mission addresses the issues of the contemporary world. This will be achieved through the creation and development of the narrative-focused network in the Vox website. The goal aims to resource academic staff of the University to participate in public engagement activities. Implementation of academic staff profiles on the University's online resources will further profile the University. Issues to overcome including defining the key proposition of the University's work in a way that communicates to its students, alumni, staff, Colleges, partners, and wider community; ensuring that the University brand, collegiate model and marketing strategy is unified and working to maximal effectiveness.		
Targets	*Date*	*Deliverable*	
	2018	Launch new online communication hub (Vox.Divinity). Content release at 150+ posts / readership exceeds 10,000 sessions annually	
	2019	Complete trial of new online admissions process with Stirling students on new student resource hub: My.Divinity	
	2019	Complete re-launch of the University's main website	
	2019	University websites analytics dashboard created and reported quarterly to track effectiveness of new online strategy	
	2019	Refine and launch new online admissions process across all Colleges	
	2019	Hold three major events, including a new alumni-focused event	
	2019	Create a webpage for every member of academic staff in the University profiling teaching, research and supervision interests	
Resources	*Amount*	*Provider*	*Description*
	$75,000	Council	Digital Project Officer Salary (0.9FTE) ongoing
	$12,000	Council	Major Events (3 x $4,000)
	$3,000	Council	Online advertising to promote websites
	$10,000	Council	Consultancy on marketing and brand articulation
	$5,000	Council	Media training for academic staff

Goal 12	**Aboriginal and Torres Strait Islander Theology**		
Category	Engagement		
Contact	Vice-Chancellor		
Leaders	Indigenous Engagement Committee		
Partners	Whitley NAIITS		
Council Budget 2019	$25,000		
Vision	To support Aboriginal people and Torres Strait Islanders to engage in theological education, scholarship and research.		
Aim	This goal aims to engage the University with Aboriginal people and Torres Strait Islanders. The initial goal is to define, through learning from Indigenous Australians, what is most needed. This aim has been resourced by a consultation with elders and leaders held in 2017. The goal may include: support for existing initiatives in Aboriginal and Torres Strait Islander theological education outside the University; increasing Indigenous content and cultural knowledge across the University; supporting cohorts of Aboriginal and Torres Strait Islander students at all levels of theological education and scholarship; bringing theology into conversation with contemporary Indigenous issues in Australia. Key tasks are to define and grow the postgraduate program of units delivered in partnership with Whitley and NAIITS, to improve cultural awareness and Indigenous content across University staff, students and programs, and to engage with a wider range of Indigenous communities through existing and new partners.		
Targets	*Date*	*Deliverable*	
	2018-2019	Develop and complete MOU and Business Plan with Whitley and NAIITS to support postgraduate units delivered by and for Indigenous people, including support for a Program Elder	
	2019	Resource an Indigenous Liaison Officer to support Indigenous students	
	2019	Establish an Indigenous Theology Fund and seek donations to support Indigenous students and scholars within the University	
	2019	Confirm terms of reference and membership of Indigenous Engagement Committee with focus on project leaders	
	2019	University Leadership Retreat focuses on cultural awareness training and identifying further avenues for Indigenous engagement	
	2019	University Executive to consider and respond to consultation report and identify further steps	
Resources	*Amount*	*Provider*	*Description*
	$10,000	Council	Indigenous Liaison Officer
	$10,000	Council	Program Elder
	$5,000	Council	Leadership Retreat cultural awareness training

Goal 13	Leadership and Identity
Category	Engagement
Contact	Shane Mackinlay – Master CTC
Leaders	Shane Mackinlay, Kevin Lenehan, Rina Madden (PhD student – Project Officer)
Partners	Catholic Theological College Enhancing Catholic School Identity Steering Committee – Catholic Education Commission of Victoria (CECV) *ECSI* Higher Education Subcommittee - CECV *ECSI* Professional Learning Consortium (Catholic Education Offices in Victoria, South Australia, Queensland, Western Australia, with ACU, CTC / UD, and KU Leuven
Council Budget 2019	$10,000
Vision	To identify and conduct practice-enhancing research on educational mission, identity and leadership in Catholic schools, in conjunction with Catholic Education providers.
Description	This goal brings together practitioners, scholars and researchers around the question of religious identity and leadership in the mission of church-based entities. The pilot project is focussed on Catholic identity in educational contexts, and draws on existing commitments in Catholic education to research and enhance the Catholic identity of schools in ways that effectively engage the contemporary context in which schools operate. It builds on existing research and other involvement with this area by CTC's staff, HDR students and honorary researchers. If successful, this project would provide a model for engaging with the issue of leadership and identity in a range of ecclesial contexts and partnerships.

Targets	*Date*	*Deliverable*	
	2019	• Recontextualising Pedagogy Project conducted in schools in Victorian dioceses, in partnership with Catholic Education Office personnel (coordinated by funded Project Officer position) • Contribution to *ECSI* Professional Learning Consortium, in collaboration with KU Leuven (Belgium), Australian Catholic University, and State Catholic Education systems (funding requested, matched by CTC) • Participation in CECV *ECSI* Higher Education Sub-committee	
	2020	Recontextualising Pedagogy Project: • preparation and publication of Project Report • CTC arrange and host Victorian academic symposium on Recontextualising Pedagogy with input from project collaborators	
Resources	*Amount*	*Provider*	*Description*
	$5,000	Council	2019: Project Officer position to coordinate and resource the Recontextualising Pedagogy project being conducted in a sample of Victorian Catholic schools
	$5,000	Council	2019: 50% contribution towards costs of *ECSI* Professional Learning Consortium international collaboration 2018–2020
	$5,000	CTC	2019: 50% contribution towards *ECSI* Professional Learning Consortium international collaboration 2018–2020

Goal 14	Responding to the Royal Commission		
Category	Engagement		
Contact	Vice-Chancellor		
Leaders	Reference Group (to be convened)		
Partners	To be identified across the Colleges, Churches and Religious Orders		
Council Budget 2019	$50,000		
Vision	To resource the churches and religious orders and Australian community to make effective and comprehensive responses to the findings of the *Royal Commission into Institutional Responses to Child Sexual Abuse*.		
Description	The findings and recommendations of the Australian *Royal Commission into Institutional Responses to Child Sexual Abuse* are of critical importance for the University as the leading institution in Australia for the formation and education of people for formal ministry. This goal establishes a process in 2019 to identify what specific contributions the University should make to the fullest possible implementation of the Royal Commission's recommendations, and what resources are available or need to be acquired. The goal's focus is not only to ensure compliance but also to foster and implement best practice in theological education, ministry formation, supervision, and professional development. Through research and engagement, and by operating across a range of religious organisations, the goal aspires to support the University's partners in the churches and religious orders to make a full, effective and life-giving response.		
Targets	*Date*	*Deliverable*	
	2019 Feb	Executive Officer appointed and commenced	
	2019 Mar	Reference Group appointed	
	2019 Jul	Finalise and enact University of Divinity's Code of Conduct and related policies, implement training for all members of the University, and review University's own culture	
	2019 Jun	Summarise a) relevant Royal Commission recommendations, findings and research and b) responses from churches (especially their research and educational needs) to identify UD areas of contribution	
	2019 Aug	One-day Ministry Conference to identify and evaluate ministry training requirements of churches and religious orders and how these are enacted by the Colleges in light of the Royal Commission	
	2019 Aug	Identify future initiatives and report to Strategic Plan Review	
	2019-2020	Ensure work placement and field education units at UD are compliant with professional standards and community expectations	
	2019-2023	University to report on its response to the Royal Commission (RC Recommendation 17.3) through its Annual Reports for five years	
	2020	Sponsor a second Health and Integrity conference with partners	
Resources	*Amount*	*Provider*	*Description*
	$45,000	Council	Executive Officer (part-time for 2019)
	$5,000	Council	Support for Ministry Conference