



Australian Catholic University

**ACU National Student Association
Strategic Plan
2009 to 2011**

1. Mission

Australian Catholic University *Mission*

Australian Catholic University shares with universities world-wide a commitment to quality in teaching, research, and service. It aspires to be a community characterised by free inquiry and academic integrity.

The University's inspiration, within 2,000 years of Catholic intellectual tradition, summons it to attend to all that is of concern to human beings. It brings a distinctive spiritual perspective to the common tasks of higher education.

Through fostering and advancing knowledge in education, health, commerce, the humanities, the sciences and technologies, and the creative arts, Australian Catholic University seeks to make a specific contribution to its local, national and international communities.

The University explicitly engages the social, ethical and religious dimensions of the questions it faces in teaching and research, and service. In its endeavours, it is guided by a fundamental concern for justice and equity, and the dignity of all human beings.

Australian Catholic University has a primary responsibility to provide excellent higher education for its entire diversified and dispersed student body. Its ideal graduates will be highly competent in their chosen fields, ethical in their behaviour, with a developed critical habit of mind, an appreciation of the sacred in life, and a commitment to serving the common good.

Student Association *Statement of Purposes*

The Purposes of the Association are:

- a) To promote interest in the life, activities and progress of the University community at the Campus and generally to further the aims and objects of the University's community as a whole.
- b) To represent and advance the interests of all Students in all matters affecting or of concern to students of the University at the Campus.
- c) To encourage and promote at the Campus educational, social, cultural, spiritual, sporting and recreational activities among Students of the University.
- d) To provide at the Campus such services, amenities and facilities to students at the Campus as its Students determine.
- e) To examine, recommend and negotiate improvements, wherever possible, on matters concerning the welfare of students of the University at the Campus.
- f) To provide a forum for the discussion of matters of interest to students at the Campus.
- g) To cooperate and promote relations with such bodies or organisations having kindred aims as the Association as it deems fit.

2. Executive Summary

The Australian Catholic University National Student Association and subsidiary local Campus Student Associations have a primary function in serving and representing all students of the University.

The development and implementation of a planning framework to drive ACUNSA forward from year to year is a new initiative. As such, these associations now have in place a coherent planning mechanism providing direction, focus and continuity for effective leadership, representation and service.

As Universities nation-wide – and by extension, Student Organisations – move into a new era of reform and change whilst facing growing economic pressures, ACUNSA collectively have foreseen a need for a stronger planning framework in order to survive and prosper now and into the future.

It is with this in mind – and also against the backdrop of potential policy changes to the Student Services and Amenities legislation – that ACUNSA 2009 has developed a Strategic Planning framework that will drive short and long term goals on a local and national level over the next three years.

It is intended that this Strategic Plan with a life-span of three years, will drive seven individual yearly operational plans consisting of a National ACUNSA plan and six subsidiary local Campus Student Association plans. These plans will be developed in consultation and partnership between incoming and outgoing Student Association leaders.

ACUNSA and the Student Associations are committed to serving and representing all Students of Australian Catholic University and as such, must ensure on-going growth and development through adopting a planning cycle with a strong emphasis on forward thinking, implementation and review.

For the purpose of uniformity and alignment with the University, ACUNSA and the Student Associations have adopted the University's Strategic Planning Framework. As such we wish to acknowledge the assistance provided by the Office of Planning and Strategic Management in the development of the first ever Strategic Planning Cycle for Student Associations at Australian Catholic University.



James Wood
Student Member of Senate
Chair, ACU National Student Association
On behalf of ACUNSA 2009

Endorsed by Professor Greg Craven
Vice-Chancellor, Australian Catholic University

Date: 27th July, 2009

3. Vision

As Student Associations we cater for the diversity on campus through providing services and resources that meet the needs of students in an organised and inviting environment.

We strive towards being interconnected with the university community on a national and local level while fostering acceptance and values unique to ACU.

As a student association the values that drive our vision are:

- ❖ Professionalism
- ❖ Respect
- ❖ Integrity
- ❖ Team work
- ❖ Communication
- ❖ Enjoyment
- ❖ Growth
- ❖ Diversity

4. Strategic Planning Framework

Strategic Goals

The Student Association has set strategic goals in four primary areas of activity:

- Goal No. 1 **Student Life**
- Goal No. 2 **Student Services**
- Goal No. 3 **Representation & Advocacy**
- Goal No. 4 **Sustainability**

Key Result Areas

Within each of the four areas of activity listed above, the Student Association has also identified key result areas, which are important aspects considered critical to the achievement of each strategic goal.

A further layer of plans, strategies and actions sits beneath the Strategic Plan and these guide the Student Association in executing the Strategic Plan and in making progress toward the achievement of its strategic goals. These are informed by the goals, key result areas and performance indicators that are established in the Strategic Plan.

Student Association Performance Indicators

For each strategic goal, the Student Association has identified Student Association performance indicators. These indicators will be used for both planning and review purposes, notably to establish planning targets at various levels of the Student Association and also to monitor progress against the established targets.

The indicators themselves are labels that describe performance in broad terms. Accordingly, the Student Association will identify a range of more specific measures that underlie each performance indicator. The adoption of a range of measures for each strategic goal affords the opportunity to reach a comprehensive and balanced understanding of performance. It also provides greater flexibility when selecting performance measures and planning targets for inclusion across the range of Student Association planning documents.

Student Life	Student Services	Representation & Advocacy	Sustainability
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Student Participation <input checked="" type="checkbox"/> Student Feedback <input checked="" type="checkbox"/> Student Satisfaction 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Student Utilization <input checked="" type="checkbox"/> Student Feedback <input checked="" type="checkbox"/> Student Satisfaction 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> University Recognition <input checked="" type="checkbox"/> Student & Staff Feedback <input checked="" type="checkbox"/> High Quality Student Experience 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Financial Sustainability <input checked="" type="checkbox"/> Presence & Profile <input checked="" type="checkbox"/> Strategic Leadership <input checked="" type="checkbox"/> Reporting <input checked="" type="checkbox"/> Community Satisfaction

A diagram that draws together the major elements of the Strategic Plan is provided in **Figure 1** overleaf.

Figure 1 Major Elements of the Student Association's Strategic Plan

Student Life

The Student Association provides a quality experience which meets the diverse needs of the Student Body. [Goal no. 1]

Key Result Areas

- ★ Quality Student Life (kra 1.1)
- ★ Annual Events (kra 1.2)
- ★ Catering for Diversity (kra 1.3)
- ★ Collaboration & Partnership (kra 1.4)

Student Association Performance Indicators

- Student Participation (sapi 1.1)
- Student Feedback (sapi 1.2)
- Student Satisfaction (sapi 1.3)

Representation & Advocacy

The Student Association will have a primary concern for the rights and responsibilities of students whilst acting on their behalf. [Goal No. 3]

Key Result Areas

- ★ Institution-wide Representation (kra 3.1)
- ★ Representation of all Students (kra 3.2)
- ★ Empowered Students (kra 3.3)
- ★ Access & Equity (kra 3.4)

Student Association Performance Indicators

- University Recognition (sapi 3.1)
- Student & Staff Feedback (sapi 3.2)
- High Quality Student Experience (sapi 3.3)

Student Services

The Student Association provides a wide range of services that meet student needs. [Goal No. 2]

Key Result Areas

- ★ Responsive to Student Needs (kra 2.1)
- ★ Quality Student Services (kra 2.2)
- ★ Catering for Diversity (kra 2.3)
- ★ Service Delivery & Accessibility (kra 2.4)

Student Association Performance Indicators

- Student Utilization (sapi 2.1)
- Student Feedback (sapi 2.2)
- Student Satisfaction (sapi 2.3)

Sustainability

The Student Association will operate professionally to sustain its growth into the future, thereby benefiting the Student Body. [Goal No. 4]

Key Result Areas

- ★ Strategic Approach (kra 4.1)
- ★ Trained & Supported Student Leaders (kra 4.2)
- ★ Financial & Infrastructure Sustainability (kra 4.3)
- ★ Student Association Marketing (kra 4.4)

Student Association Performance Indicators

- Financial Sustainability (sapi 4.1)
- Presence & Profile (sapi 4.2)
- Strategic Leadership (sapi 4.3)
- Reporting (sapi 4.4)
- Community Satisfaction (sapi 4.5)

More detail is provided in the following pages.

Goal No. 1

Student Life: The Student Association provides a quality experience which meets the diverse needs of the Student Body.



Key Result Areas

Quality Student Life (kra 1.1)

The Student Associations will plan and organize high quality activities, providing students with an avenue for social, cultural, spiritual, sporting and recreational experiences, with the aim of enhancing student life.

Annual Events (kra 1.2)

The Student Associations will uphold traditions through the provision of a number of annual events, determined by each Association.

Catering for Diversity (kra 1.3)

The Student Associations will meet the diverse needs of the Student Body when providing a quality Student Life.

Collaboration & Partnership (kra 1.4)

The Student Associations will actively cooperate and support other areas within the University with kindred aims of enhancing Student Life.



Student Association Performance Indicators

Student Participation (sapi 1.1)

The number of Students participating in Student Life activities

Student Feedback (sapi 1.2)

Data collected and analyzed through Student Satisfaction Surveys on Student Life

Student Satisfaction (sapi 1.3)

The proportion of student who express satisfaction with the quality of their Student Life.

Goal No. 2

Student Services: The Student Association provides a wide range of services that are reactive to student needs.



Key Result Areas

Responsive to Student Needs (kra 2.1)

Services offered by the Student Associations will be responsive to the needs.

Quality Student Services (kra 2.2)

The Student Associations shall provide high quality services as determined by student needs and demand.

Catering for Diversity (kra 2.3)

In providing Services, the Student Associations will cater for the entire diversified body and abide by policies of Equal Opportunity and anti-Discrimination.

Service Delivery & Accessibility (kra 2.4)

Student Associations will provide a high level of service to the Student Body and ensure that services are accessible for all students.



Student Association Performance Indicators

Student Utilization (sapi 2.1)

The proportion of Students accessing Student Services

Student Feedback (sapi 2.2)

Data collected and analyzed through Student Satisfaction Surveys on Student Services

Student Satisfaction (sapi 2.3)

The proportion of student who express satisfaction with the quality of Student Services

Goal No. 3

Representation & Advocacy: The Student Association will have a primary concern for the rights and responsibilities of students whilst acting on their behalf.



Key Result Areas

Institution-wide Representation (kra 3.1)

Student Associations will represent all students at all levels of the University.

Representation of all Students (kra 3.2)

The Student Associations will represent and advocate for all Students of Australian Catholic University.

Empowered Students (kra 3.3)

The Student Associations will empower all students with a sense of responsibility for their education and student experience during their time at University.

Access & Equity (kra 3.4)

Representation and Advocacy is made available and easily accessible to all students of Australian Catholic University.



Student Association Performance Indicators

University Recognition (sapi 3.1)

The Student Associations is recognized by the University as the chief student representative organization at Australian Catholic University and is afforded with the responsibility for Student representation and advocacy at all levels of the University.

Student & Staff Feedback (sapi 3.2)

Feedback on the effectiveness of Representation & Advocacy

High Quality Student Experience (sapi 3.3)

Improved Student Experience through effective Representation & Advocacy at all levels of the University

Goal No. 4

Sustainability: The Student Association will operate professionally to sustain its growth into the future, thereby benefiting the Student Body.



Key Result Areas

Strategic Approach (kra 4.1)

The Student Associations will adopt a strategic approach to its operations in order to achieve its goals and benefit all Students of the University.

Trained & Supported Student Leaders (kra 4.2)

All Student Leaders will be trained and supported by the Student Associations and the University while conducting themselves in a professional manner.

Financial & Infrastructure Sustainability (kra 4.3)

The Student Associations will assure their short and long term financial stability, and will maintain and seek to develop its Physical & Technological Infrastructure.

Student Association Marketing (kra 4.4)

The Student Associations will market their services, facilities and activities that meet the needs of the whole student body.



Student Association Performance Indicators

Financial Sustainability

The annual consolidated levels of (i) profitability, (ii) cash flow, and (iii) financial stability

Presence & Profile

The effective marketing and operation of Student Association on a local and national level as determined by the value placed on each Student Association by the University Community.

Strategic Leadership

Student leaders receive training for their role and lead the Association according to a Strategic Planning Framework.

Reporting

Quarterly and yearly reporting on an Operational level and constant measurement against the Strategic priorities as set out in the National Strategic Plan.

Community Satisfaction

The strength of community satisfaction with the Student Associations performance.

Planning Framework

To guide planning, implementation and review activities, the Student Associations will establish a suite of planning documents that collectively describe the Student Association goals, strategies and targets; as well as the proposed actions and implementation arrangements that are developed in response to these strategic elements. Furthermore, the Student Associations will regularly review the progress made against plans and update plans if circumstances change.

First and foremost, the Mission and goals of the Student Associations are formally established in the National Strategic Plan. The National Strategic Plan is the peak planning document and the overarching blueprint for the Student Associations. It has been prepared by the 2009 Student Senator, in consultation with the 2009 ACU National Student Association (ACUNSA) members, and is endorsed by the *Vice Chancellor, Australian Catholic University*.

The Student Association will adopt a hierarchical approach to planning with higher level plans directly influencing the plans that are prepared at lower levels. In this respect, goals, strategies and targets that are developed in lower level plans are required to align with those that have been established in the National Student Associations Strategic Plan.

The hierarchy of plans are as follows:

Level 1 – National Student Association Strategic Plan (3 year)

Level 2 – Operational Plans (1 year)

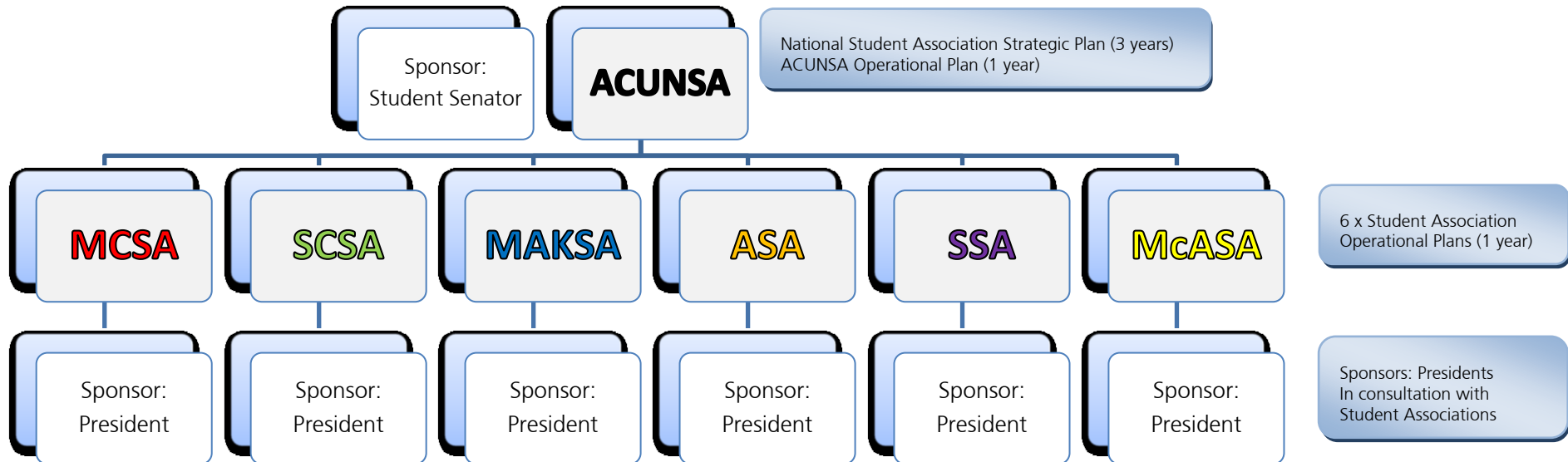
Level 3 – Individual Performance Plans (1 year)

Planning Cycle

The Student Associations has adopted a three year planning cycle that currently runs from 2009 to 2011. The Strategic Plan, as well as underlying operational and Individual Performance plans, will adopt this planning horizon and will be reviewed annually and amended as necessary.

One-year operational plans will be prepared to capture the detailed list of planned organisational actions that will be undertaken by each individual Student Association in a calendar year. Operational plans will respond to and reflect the goals and strategies that have been previously established in the National Student Association Strategic Plan (2009 – 2011).

Figure 2 Hierarchy of Student Association Plans and their Sponsors



- ACUNSA** = Australian Catholic University National Student Association
- MCSA** = Melbourne Campus Student Association
- SCSA** = Strathfield Campus Student Association
- MAKSA** = Mackillop Campus Student Association
- ASA** = Acquinas Student Association
- SSA** = Signadou Student Association
- McASA** = McAuley Student Association