



[MannixCollege]

Strategic Plan 2018-2022

(Approved by Mannix College Council on 29/8/2017)



Foreword:

Mannix College was established in 1969 and it is located in Clayton, Victoria. Mannix is a Tertiary Residential College and Conference Centre owned by the Catholic Archdiocese of Melbourne and is affiliated with Monash University. The College is named after Archbishop Daniel Mannix (1864-1963), a notable religious figure and community leader.

Mannix opened its door in 1969 to accept 190 male residents. The College became co-educational in 1974, and today, the College provides accommodation to 288 residents from Australia and overseas, who are undertaking undergraduate or postgraduate studies at Monash University.

As we stride forward into our golden jubilee, it is an opportune time for us to consolidate our strengths and identify opportunities for further development, so as to steer the College to the next level of excellence.

After extensive consultation with various stakeholders of the Archdiocese, Mannix Community and Monash University, a new Strategic Plan for 2018-2022 has been formulated. In the context of changing global trends and increasing competition in the tertiary residential market, we considered it a priority to further develop our spiritual, financial and key stakeholder endeavours as well as develop upon our residential and student experience. Part of this initiative includes leveraging our wealth of experience in pastoral care, offer more distinct social outreach programmes, provide robust collegiate opportunities, live out our Catholic faith in all we do, and elevate our reputation in the Australian and international arena.

Residents are always our first priority at Mannix as we pride ourselves on transforming young hearts and minds through a unique Catholic residential experience. We believe our mission as a Catholic institution is not only about preparing students for their future career, but also instilling in them a critical mind, a sense of respect, dignity and love for humanity, as well as an understanding of the world, all of which are essential for success in life. This will be achieved through, spiritual, academic, sporting, cultural, community outreach, social and global learning opportunities as outlined in the plan.

This Plan is underpinned by the College Motto, Purpose, Vision and Core Values, which form the precepts upon which all future actions will be based. The five year Strategic Plan encompasses three Key Focus Areas of Economic Viability, Catholic Identity/Experience and Stakeholder Engagement. Goals are identified for each of these areas as well as the enabling structures that will be put in place to support these goals.

This Strategic Plan, developed in community, provides a blueprint of action for the Council, Staff and Residents and positions the College for success through the years 2018-2022. We would like to take this opportunity to offer our sincere appreciation to all those who have contributed to the various stages of the formulation of this Strategic Plan. We call on the continued support of the entire Mannix community to make this plan a success.



Bishop Peter Elliott
Chair of Council



Mr Sean Brito-Babapulle
Principal



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Mannix College is a Catholic residential College and Conference Centre, affiliated with Monash University and is open to Catholics and non-Catholics alike. Mannix College invites young men and women to engage in a residential experience that takes them on a journey of opportunity, enriching the whole person, inspiring them to proclaim their faith and to translate it into action. Our Catholic ethos therefore motivates our residents to pursue academic excellence, inspire intellectual growth, encourage faith development and engage in service to the community. Mannix therefore strives to enrich the university experience by not only providing a stimulating and supportive College community, but by promoting the intellectual, spiritual and personal development of its members with an awareness of Christian Values and Catholic tradition, culture and imagination.

Our Motto

Omnia Omnibus – “All things to all people”

Our Vision:

To Foster in our residents a desire and capacity to make a difference in the world.

Our reputation:

A strong sense of community, a vibrant experience that promotes personal growth, is safe and supportive, intellectually stimulating, is character building and fosters compassion.

Our Values:

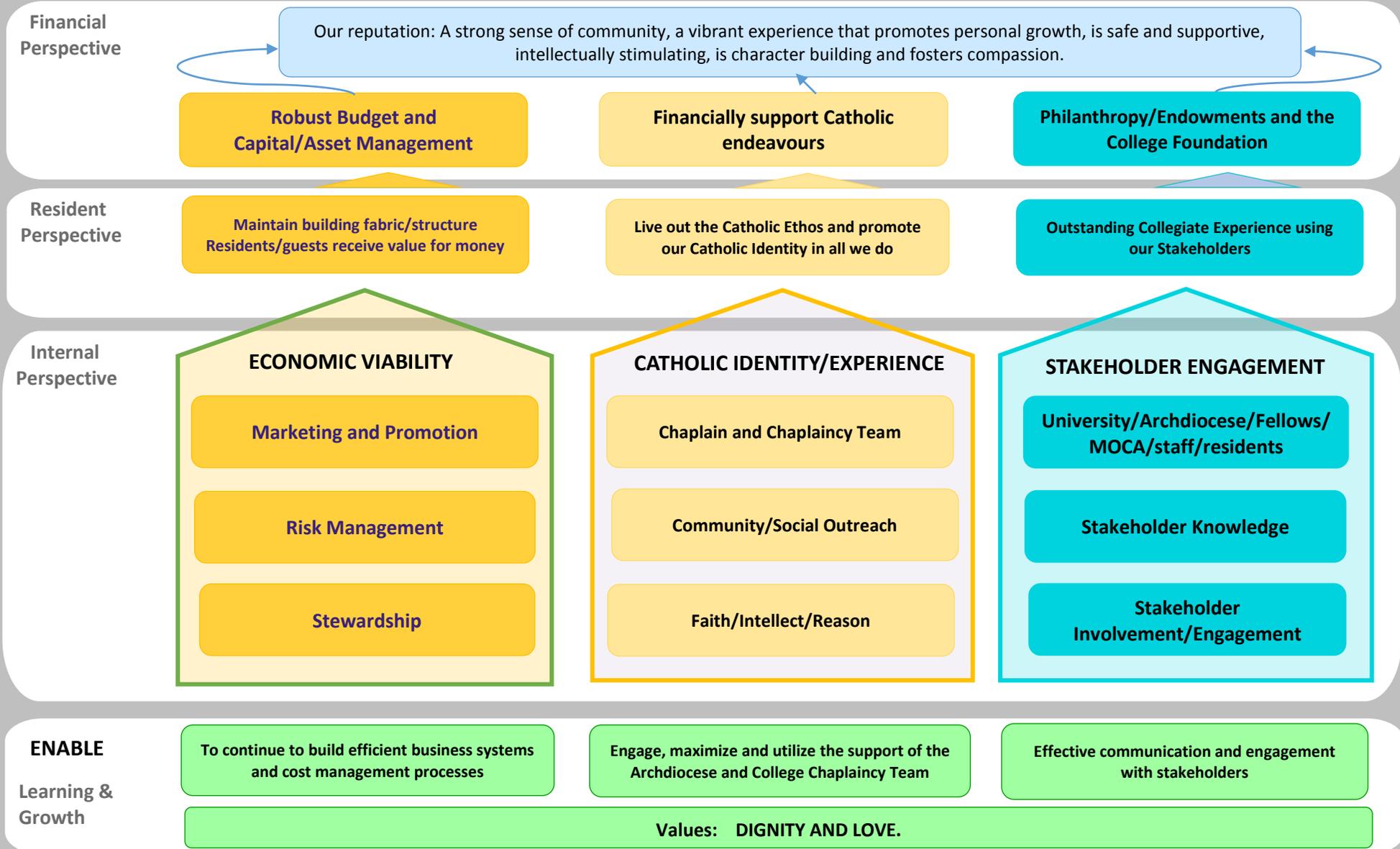
Everything we do is animated by the cornerstones of our Catholic Ethos - Dignity and Love.

Our belief that we are created in the image and likeness of God means every resident, regardless of their background, talents or achievements, is viewed as intrinsically dignified and called to be treated with fundamental respect.

Love is seen as an act of the will; willing the good of the other and doing something concrete about it, without expecting anything in return. As such the College has an others-centred view of the world.

Mannix College Strategy Map 2018-2022

Vision: To Foster in our residents a desire and capacity to make a difference in the world





PRIORITY ONE – ECONOMIC VIABILITY

Ensuring that Mannix College finances and assets are managed effectively and efficiently to ensure long term viability and sustainability. That is, Mannix will produce sufficient inflow of resources to at least balance all operating costs, outstanding loans, strategic outflows and forecasted risks to achieve the strategic plans and expectations of stakeholders in the medium to long term.

Strategic Objectives		Definition Statements	What are the strategic initiatives (action programmes) that will make this happen?	Responsibility	Completion
Maintain buildings and infrastructure	1	<ul style="list-style-type: none"> Buildings to be improved and maintained in an attractive and functional state Asset Management Plan 	<ul style="list-style-type: none"> Maintain essential services within the College Establish a comprehensive maintenance program Develop a capital expenditure budget 	Management	Ongoing
Maintain 100% occupancy	2	<ul style="list-style-type: none"> Protect reputation of college as a place to live not just sleep Economies of scale Marketing Plan 	<ul style="list-style-type: none"> Protect reputation through training and education programs for staff and students Maintain and manage assets Maintain and develop strong contacts with Council, Fellows, Staff and Students (present past and future) Promote College Foundation Develop and promote a Marketing Plan incorporating social media and new communication channels 	Management	Ongoing
Risk Management	3	<ul style="list-style-type: none"> Clearly identify perceived risk and plan to mitigate loss 	<ul style="list-style-type: none"> Offer opportunities for staff training Develop a Risk register and constantly review the maintenance program Ownership and direction through the provision of a strong Governance Model Prioritize Occupational Health and Safety matters 	Management	Annually
Continued economic stewardship	4	<ul style="list-style-type: none"> Continued exploration and maintenance of cost/benefit expenditure 	<ul style="list-style-type: none"> Ensure effective checks and balances are in place Establish effective management systems and promote appropriate training and development Maintain a continual Operating Surplus Undertake benchmarking against other residential Colleges in Melbourne and Australia Constantly review processes and provide feedback 	Management	Ongoing



PRIORITY TWO: CATHOLIC IDENTITY AND EXPERIENCE

The College has established a strong reputation for sporting and social endeavours. There is now a groundswell of support and expectation that this reputation be broader, more expansive, positive and anchored to the ethos of a Catholic College articulated through our values of Dignity and Love. This requires a recalibration of the focus and value/principles underpinning the College and its Residents. Building on the existing Mannix attributes of a strong sense of inclusiveness and a spirit of participation, this priority outlines how the College will nurture well-rounded Residents.

Strategic Objectives		Definition Statements	What are the strategic initiatives (action programmes) that will make this happen?	Responsibility	Completion
Ensure the Catholic Ethos of the College animates all of our strategy	5	<ul style="list-style-type: none"> Our Catholic Ethos, as ratified by the Archbishop and Council is at the heart of all of our planning and implementation 	<ul style="list-style-type: none"> Catholic Ethos -incorporate into all: <ul style="list-style-type: none"> ➤ policy guidelines ➤ marketing ➤ decision making protocols 	Principal	2018
Nurture a Catholic intellectual presence which builds on the link between faith and reason	6	<ul style="list-style-type: none"> experiences which enhance residents' capacity to evaluate the attainments of the quest for new knowledge, especially in the fields of science and technology, through the perspective of serving the authentic good and dignity of individuals and society e.g. the priority of the ethical over the technical; the primacy of the person over things (the cause of the human person will only be serviced if knowledge is joined to conscience) 	<ul style="list-style-type: none"> Likely possibilities including engaging speakers as part of an annual series of lectures and or forums on topics addressing serious contemporary problems in areas such as: the dignity of human life; the promotion of justice for all; the quality of personal and family life; the protection of nature; the search for peace and political stability; a more just sharing in the world's resources; economic and political order 	Dominicans, Archdiocese and Management	Ongoing
Re-establish a full time Chaplain & Chaplaincy Program	7	<ul style="list-style-type: none"> Chaplain at the College. It implies strategic intent behind the running of the Chaplaincy program – consistent with the College's Ethos and the nature of the Catholic Identity it is aspiring to The chaplain would be considered to hold a role of influence at the College in addition to supporting the spiritual well-being to the College community 	<ul style="list-style-type: none"> Provision of suitable living quarters for the Chaplain – discussion with Dominicans Engage with the Archdiocese and Dominican Order to identify the 'ideal' for the nature of the role Once established, strategic action can be established re. programs, initiatives etc. Seek feedback from residents/staff to 'identify' the best use of chaplaincy support. 	Dominicans and Management	2018

Strategic Objectives		Definition Statements	What are the strategic initiatives (action programmes) that will make this happen?	Responsibility	Completion
Develop an extensive, sustainable Community Outreach Program	8	<ul style="list-style-type: none"> This means a strategically planned, well-structured and sustainable program to provide opportunities for residents to engage in social outreach. The program would have a focus on serving the poor and marginalised The program must not be reliant on the drive and initiative of one or more individuals 	<ul style="list-style-type: none"> Engage at the strategic level with key providers including: St. Vincent de Paul, Caritas Australia, the Archdiocese Cementing the re-establishment of the Mannix College St Vincent de Paul Chapter – currently underway 	Principal	2018
				Principal	2017-2018



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PRIORITY THREE: STAKEHOLDER ENGAGEMENT

Increasing the interaction between Mannix and the wider community (e.g. Archdiocese and University) brings benefits to all parties. The continued flow of Residents wishing to be a part of the Mannix community depends on its reputation and how it is perceived as an accommodation option within Monash University. More broadly, the wider community benefits from the services and work of Mannix Residents whilst Mannix Residents benefit from the experience and skills that engagement outside of College life brings.

Strategic Objectives		Definition Statements	What are the strategic initiatives (action programmes) that will make this happen?	Responsibility	Completion
Ensure we provide an outstanding experience at a College and University level	9	<ul style="list-style-type: none"> Residents of Mannix are provided the best opportunities that will ensure their student experience at Mannix and Monash is outstanding. Mannix has some of the brightest students in the country, many of whom are heavily involved in community projects and endeavours The well-being, safety and security of our residents and guests is paramount 	<ul style="list-style-type: none"> Provide a robust Lectures Series for residents Promote academic support and tutoring program Develop Leadership training/opportunities Investigate the implementation of a leadership program and career development Program for residents Educate and implement strategies/processes to provide the best and safest lifestyle for our residents/guests (e.g. Broderick Report, AHRC Report etc.) 	Management	Ongoing
				D.P./Stud. Services	Ongoing
				Principal	End 2018
				Principal	Ongoing

Strategic Objectives		Definition Statements	What are the strategic initiatives (action programmes) that will make this happen?	Responsibility	Completion
Continue to utilize and build on partnerships with Stakeholders*.	10	<ul style="list-style-type: none"> Use the knowledge, wisdom, expertise and support from Stakeholders* to enhance our capacity to provide an outstanding experience for our residents 	<ul style="list-style-type: none"> Engage with Catholic entities (Vinnies, Caritas etc.) and Archdiocese and support their initiatives Engage with senior management at Monash University (e.g. UHORC, meetings at Mannix) Attend conferences/workshops focused on future development and strategy Seek feedback to inform best practices Conduct regular meetings with University Council Members Regular updates provided to Council on University developments and activities 	<p>Management</p> <p>Principal</p> <p>Principal</p>	<p>Ongoing</p> <p>Quarterly</p> <p>Quarterly</p>
Develop stronger relationships with Stakeholders*: through increased involvement at Mannix functions and events.	11	<ul style="list-style-type: none"> The College will improve the overall level of communication and engagement with stakeholders*, through direct participation in the life of the College 	<ul style="list-style-type: none"> Arrange Fellows – lecture/talks, research papers Promote 50th Anniversary celebrations and conduct Interstate Reunions with MOCA Invite and engage stakeholders at Faculty dinners, formal dinners, Afternoon teas, School visits etc. Provision of lectures, engaging speakers and leadership opportunities Utilize the talents of our stakeholders in activities and events Increase social media, website and traditional media presence 	<p>Principal/Fellows</p> <p>Principal/MOCA</p> <p>Principal</p>	<p>Twice a year</p> <p>2017-2019</p> <p>lectures annually</p>
Building a strong Foundation	12	<ul style="list-style-type: none"> To engage with stakeholders* to promote the financial wellbeing of the College and provide financial assistance to those who would otherwise be unable to enjoy the Mannix experience 	<ul style="list-style-type: none"> Establish a broad network of connections. Provide a link between past, current and future students. Establish philanthropic endeavours, fundraising opportunities, bequests and endowments Establish a professional Advancement and Alumni Office 	<p>Principal/</p> <p>Principal and Management</p>	<p>End 2018 and then ongoing</p> <p>End 2018 and then ongoing</p>

*Stakeholders = Archdiocese, University, Council, Fellows, Staff and Students (present past and future)