

USASA CLUBS STRATEGIC PLAN 2018-2020

PUTTING STUDENT CLUBS FIRST



Introduction

At the time of writing this USASA has 96 formally established clubs that cover a range of interest groups including special interest, academic, cultural & social justice. More than 3,500 individuals are registered members of these clubs and with more than 600 on-campus events each year; USASA clubs are a substantial contributor to UniSA campus vibrancy and culture.

Towards the end of 2017, USASA undertook the most extensive consultation regarding clubs and club support in our history. A student led project, over 1,200 students were engaged in focus groups, surveys, online forums and through the student convened USASA Clubs Sub-Committee.

The consultation sought to uncover why students did or did not join clubs, and the significance of this participation to their overall university experience. More specifically the research sought to reveal the current role that USASA played in supporting these clubs and enhancing their appeal and significance to the students at the University of South Australia. What we should be working towards in the future, with a goal of making USASA Clubs Support the recognised benchmark for support services to social student clubs in South Australia.

This document is the result of that research.

Vision

To have a thriving and dynamic student led campus culture.

Mission

USASA will strategically strengthen, support and celebrate student run clubs and societies, with the University of South Australia

Objectives

Clubs are supported on campus

Clubs are active on campus

Clubs are recognised for the critical role they play on campus

Strategies

Deliver a framework to manage facilities as a way to support the effective running of club events

Develop a plan that creates financial equity across all clubs

Develop a communications plan that engages the broader stakeholder

Establish a program of celebration and recognition of clubs

Establish and communicate a formal policy framework

Provide targeted resourcing for clubs

OPERATIONAL PLAN SUMMARY

STRATEGY	DELIVERABLES	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
1. Deliver a framework to engage the Facilities Management team to effectively support the running of club events.	<ul style="list-style-type: none"> a) Build an engagement plan b) Enable website bookings for all events c) Develop a plan for 'large event' support 	<ul style="list-style-type: none"> a) Manager Events & Clubs b) Contracted web developer c) Manager Events & Clubs 	<ul style="list-style-type: none"> a) June 2018 b) Contract to start late 2018 delivery date June 2019 c) June 2018 	<ul style="list-style-type: none"> a) Nil b) \$25k (To be included in 2019 budget) c) Nil
2. Develop a plan that creates financial equity across all clubs.	<ul style="list-style-type: none"> a) Ensure the annual available funds are allocated and spent b) Propose a tiered funding model to all clubs c) Look for club support funding to top up funds 	<ul style="list-style-type: none"> a) Clubs Support Officer b) Clubs Support Officer & USASA Club Sub-committee c) USASA Clubs Sub-committee 	<ul style="list-style-type: none"> a) Annually b) July 2018 c) Annually 	<ul style="list-style-type: none"> a) Allocated grant funding b) Nil c) Target of additional \$50k revenue by 2020
3. Develop a communications plan that engages the broader stakeholder community with UniSA.	<ul style="list-style-type: none"> a) Publish club success stories to build broader engagement b) Develop and deliver a communications plan to 3 target sectors <ul style="list-style-type: none"> 1. UniSA students in clubs 2. UniSA students yet to participate in clubs 3. UniSA staff 	<ul style="list-style-type: none"> a) USASA Marketing Coordinator supported by Clubs Support Officer 	<ul style="list-style-type: none"> a) June 2018 b) 1. March 2018 2. June 2018 3. June 2018 	<ul style="list-style-type: none"> a) Nil b) \$2,500
4. Establish a program of celebration and recognition of clubs.	<ul style="list-style-type: none"> a) Establish a training program to develop leadership within clubs b) Develop the Annual Awards Program to celebrate success 	<ul style="list-style-type: none"> a) Clubs Support Officer b) Clubs Support Officer 	<ul style="list-style-type: none"> a) November 2018 b) September 2018 	<ul style="list-style-type: none"> a) \$4000 b) \$7000 (including award/ end of year dinner)
5. Establish and communicate a formal policy framework.	<ul style="list-style-type: none"> a) Develop a range of operational guidelines supporting the safe and legal operation of all clubs on UniSA sites. b) Develop a communication program around the new policy framework that engages leaders of all clubs 	<ul style="list-style-type: none"> a) Activities Coordinator b) Clubs Support Officer 	<ul style="list-style-type: none"> a) December 2017 b) January 2018 	<ul style="list-style-type: none"> a) Nil b) \$1000
6. Provide targeted resourcing for clubs.	<ul style="list-style-type: none"> a) Encourage and support weekly activations for clubs b) Book high traffic areas for clubs to activate within c) Deliver dedicated space on campus for club use as a base (rooms/ lockers) d) Website redevelopment with club specific functionality 	<ul style="list-style-type: none"> a) Clubs Administration Assistant b) Clubs & Events Manager c) GM & USASA Clubs Sub-Committee d) Contracted web developer 	<ul style="list-style-type: none"> a) Ongoing b) December 2017 c) 2020 d) Contract to start late 2018 delivery date June 2019 	<ul style="list-style-type: none"> a) Nil b) \$5,200 for BBQ activations c) To be negotiated d) As per 1.b) \$25k (To be included in 2019 budget)

Deliver a framework to engage the Facilities Management team to effectively support the running of club events

USASA will:

- a) Build an engagement plan
- b) Enable website bookings for all events
- c) Develop a plan for 'large event' support

USASA asked:

"Do you have any feedback about working with UniSA Facilities Management?"

What the students say:

- I hope three working days is enough to book a room. Room availability is another issue, but I think three days is enough to book a room.
- It would be great if there was a known USASA representative to facilitate communication between students and upper management.
- So far, they are helpful. It would be better if the response for facility hiring (e.g. room booking for club events) can be simplified and take shorter time to be approved.

USASA asked:

"Do you have any suggestions that would improve the experience of running clubs at UniSA?"

What the students say:

- Building connection with respective university personnel to get advice on events
- Possibly hold a day where clubs can send people along to learn how to do things, and event ideas etc.

USASA asked:

"What extra services could USASA provide to your club?"

What the students say:

- event management and promotion training and support
- Extra funding or equipment, which would benefit the functioning of the club. This equipment could include poster printing allowance, frequent space booking (e.g. once a week automatic room bookings)

What the other research indicates:

USASA received feedback from both USASA staff and FM Assist (each metropolitan campus).

The feedback was mixed with recognition of a strong supportive relationship between USASA and Facilities Management as well as a shared understanding that there were areas that should be considered for improvement.

Overall, the following areas for improvement were identified as:

- Inconsistency in booking processes by FM staff, students and USASA staff
- Paperwork heavy, further impacted by poor handwriting, bad copies and loss of physical documentation.
- Multi-step process that engages many individuals that takes time and can often be delayed by poor/ ineffective communication.
- Lack of standardised communication on the progress of a booking through this complex process.

Conclusion:

1. There has been ongoing discussion between USASA and the Facilities Management Unit about the benefits of an online booking platform. The USASA General Manager should manage the ongoing relationship between USASA and FMU.

The platform should deliver the following:

- A standardised booking process as agreed to between USASA and FMU.
 - Provide a simple process for students to make a booking request that provides an online platform that allows the student to track the process of the booking.
 - Provide a digital record of the booking transaction that is visible to FM staff, Smith Brothers staff, USASA staff and the student club making the booking.
 - The booking platform should allow USASA to manage authorised users to ensure that students making bookings are eligible representatives of a compliant USASA club.
 - The platform should include automated responses to ensure a consistent flow of communication.
2. USASA recognises that a more structured event support program would significantly benefit USASA Club activities both on and off campus. Increased support and engagement with clubs in designing and delivering events would also better manage associated risks with these activities. The large event support plan will work together with the establishment of a USASA Clubs Event Policy.

This event support should include:

- How to guides
- Event planning template

DELIVERABLE	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
Build an engagement plan	General Manager	June 2018	USASA Staff time
Enable website bookings for all events	Contracted web developer	January 2020	-USASA staff time -\$25,000 (to be budgeted for in 2019)
Develop a plan for 'large event' support	USASA Event Coordinator	June 2018	USASA Staff time

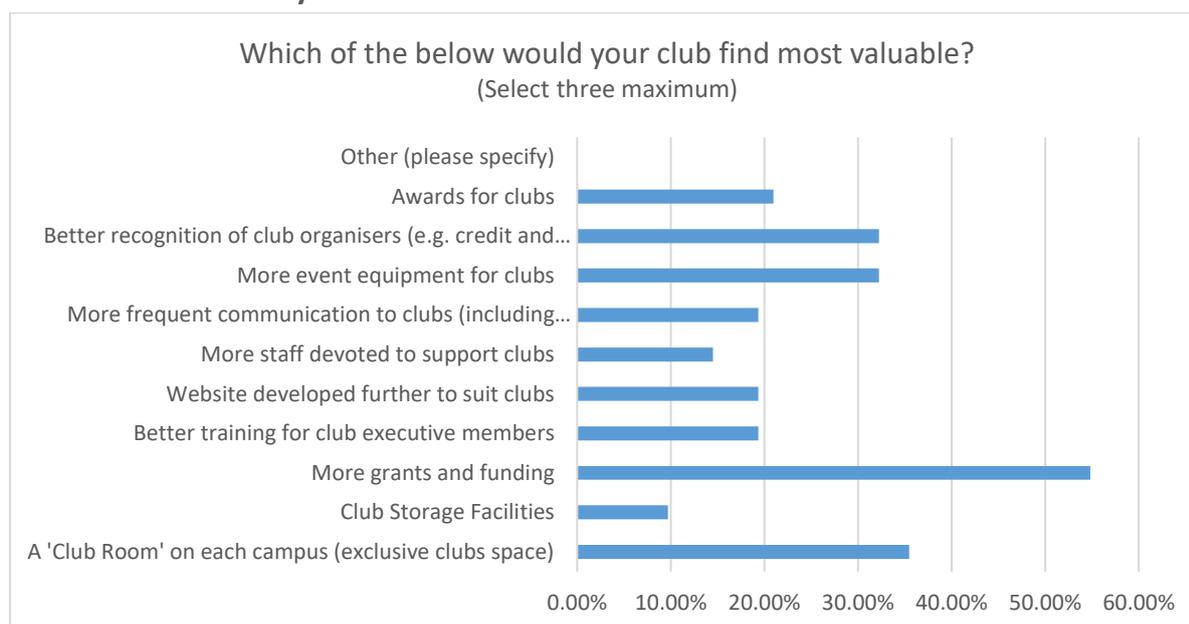


Develop a plan that creates financial equity across all clubs.

USASA will:

- Ensure the annual available funds are allocated and spent
- Propose a tiered funding model to ensure allocation of some funding to all clubs
- Look for additional club support funding to increase available club resourcing

What the students say:



54.84% of student respondents to the USASA Club survey indicated that more grants and funding was the most important contribution USASA could offer towards club support.

What the other research indicates:

UniSA currently allocates approximately 1% of available SSAF to USASA Clubs support and grants. This is well below the 3% allocated at Adelaide University and Flinders University and is significantly overshadowed by the SSAF allocation at other universities nationally that allocate between 3%-20% of SSAF towards clubs support spending.

Ignoring percentages most universities or their respective student union/association reviewed finance their clubs at about \$150,000-\$200,000 per year. It cannot be known whether this amount includes overheads, staffing or broader organisational administrative costs.

In the case where the University has provided the full SSAF funding over to the student association, the institution has allocated more than 1 million towards clubs and societies, which is more than 20% of the total SSAF funding available.

Conclusion:

It is unreasonable to compare the financial support available to USASA at this time with any other university. It is sensible however to consider reviewing the available funding and seeking to increase the available pool of funds available to clubs in the future.

This increase in funding should be approached in several ways:

- Requesting an increase in SSAF allocation from the University of South Australia with aim to parity Flinders University Student Association and Adelaide University Union. 3% funding which would be approximately \$140,000
- Investigating grant opportunities that can support club activities.
- Seeking sponsorship of clubs
- Implementing a new internal grants program that allows for a more visible distribution of available funding, better equity in funding access to clubs and that ensures that all grant funds are spent appropriately each financial year.



DELIVERABLE	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
Ensure the annual available funds are allocated and spent	Clubs Support Officer	Annually	USASA Staff time Allocated grant funding
Propose a tiered funding model to all clubs	Clubs Support Officer & USASA Clubs Sub-Committee	January 2018	USASA Staff time
Look for club support funding to top up funds	USASA Clubs Sub-Committee	Annually	Target of additional \$50k revenue by 2020

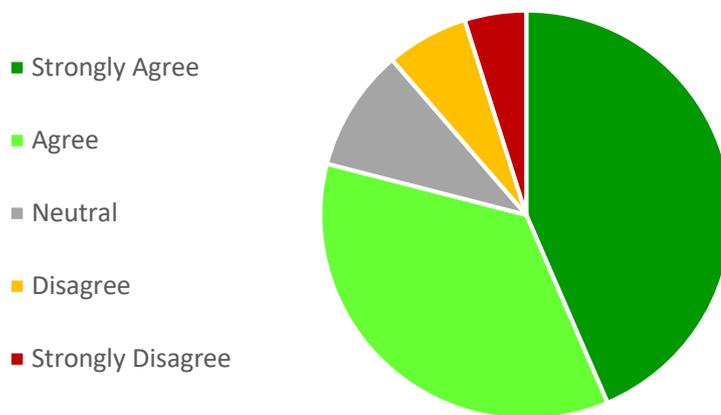
Develop a communications plan that engages the broader stakeholder community with UniSA.

USASA will:

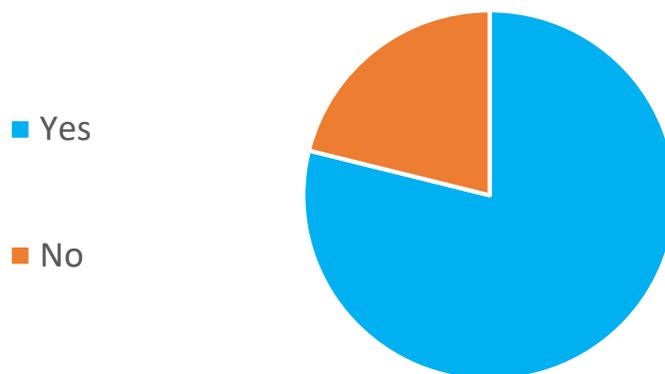
- a) Publish club success stories to build broader engagement

What the students say:

"My membership with a club/s adds value to my university experience"



"Have you considered becoming a member of a USASA club?"



When asked why they had not joined a club students answered:

- Too busy (58.89%)
- No club that I liked (36.67%)
- I did not know there are clubs (18.89%)
- Too hard to use the USASA website (12.22%)

Additional written responses included:

- Have no clue how to join
- The club meetups are in another campus and too far away.
- Too nervous as I didn't have anyone to join with
- Wasn't well advertised at uni as in clear how to get involved and when the club day was on I had class and missed it
- Every club I considered joining asked if I'd run it

What the other research indicates:

Universities with thriving clubs have invested large amounts of resources in exploring the importance of club culture as a part of the broader university experience for students.

A document that is often referenced as a guide for future consideration of on campus investment is **The First Year Experience in Australian Universities: Findings from two decades, 1994-2014** Chi Baik, Ryan Naylor and Sophie Arkoudis.

The report spanning two-decades of national student survey responses, reviewed first year student's experiences from a standardised survey conducted at 5-year intervals.

"In 2014, the proportion of students who had made one or two close friends at university had decreased. About one fifth of first year students had not made one or two close friends in their first year. Two fifths of students reported that they kept to themselves at university (44% in 2014; $p < 0.01$, compared with 32% in 2009). While students reported increased levels of satisfaction with their university experience, these indicators reveal that students are less engaged with their peers outside the classroom.

One important avenue for peer engagement outside of class is through activities offered by sports, clubs and societies. In 2014, just under one quarter of students indicated that they were actively involved in university extra-curricular activities, and 38 per cent were interested in extra-curricular activities provided by their university, compared with 34 per cent in 2009. These findings indicate that students are increasingly engaging with university life via extra-curricular activities, and these provide an important avenue for social integration, particularly given the increasing number of students who are not making friends or engaging with peers in academic contexts."

Conclusion:

USASA Clubs and Societies are clearly considered a valuable part of the university experience for those students surveyed that are already existing members of clubs.

Unfortunately, USASA Clubs are often ignored and underappreciated with the UniSA student cohort and more broadly within the University and by its staff.

UniSA has an unexplored potential to celebrate its vibrant club culture to promote UniSA as a university of choice to prospective students, to draw in new sponsors and partners as well as to assist with the promotion and running of existing events and the communication of university-sanctioned messages through a strong peer-to-peer network.

The students at UniSA that have not yet engaged with the club’s culture would also potentially benefit from this engagement based on the overwhelmingly positive feedback from those students already participating. A stronger on campus culture has been directly linked to better student retention and better overall prosperity of both students and the university.

USASA will promote the success stories in three ways:

- To the University (academic, administrative and in particular FMU and marketing staff as a focus)
- To the students already in clubs, to recognise successes and encourage it in others
- To those students that are unaware of clubs or have yet to join them.

DELIVERABLE	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
Publish club success stories to build broader engagement	Clubs Support Officer to lead USASA Marketing Team	June 2018	\$2500

Establish a program of celebration and recognition of clubs

USASA will:

- a) Bring UniSA Plus to life to encourage the growth of leadership within clubs
- b) Develop the Annual Awards Program to celebrate success

USASA asked:

“Do you have any suggestions that would improve the experience of running clubs at UniSA?”

What the students say:

- Introduction sessions i.e. "How to start and run a club" workshops...
- Trainings/workshops on organizational skills or human resource development
- Incentivise members to join exec committees
- Help us gain understanding of what we are supposed to do, at first it was difficult
- Event management and promotion training and support

32.26% of students in clubs that responded to the survey indicated they would like to see better recognition of club organisers.

What the other research indicates:

All other universities reviewed manage a recognition program of some kind with the vast majority offering awards that recognise outstanding club activities, and the significant contribution made by the members' particular the executive.

Many of these are financially supported with cash prizes and most of these certificates, trophies or plaques are awarded at a formal/ semi-formal recognition event towards the end of the year.

The anecdotal feedback from those staff that administer the program is that recipients genuinely value the recognition and often include the award in their resume. Because the awards are genuinely coveted and strived for by clubs and their members, there can occasion be disappointment and sometimes complaints or disputes. A way of managing this has been the introduction of 'fun' awards that are created adhoc, with no financial consideration or formal record attached to them. These awards are normally humorous in name and nature.

DELIVERABLE	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
Bring UniSA Plus to life to encourage the growth of leadership within clubs	General Manager	December 2017	\$4000
Develop the Annual Awards Program to celebrate success	Clubs Support Officer	September 2018	\$7000 (including award/ end of year dinner)

Establish and communicate a formal policy framework

USASA will:

- a) Develop a range of policies supporting the safe and legal operation of all clubs on UniSA campuses.
- b) Develop a communication program around the new policy framework that engages leaders of all clubs

USASA asked:

“Do you have any suggestions that would improve the experience of running clubs at UniSA?”

What the students say:

- Introduction sessions i.e. "How to start and run a club" workshops...
- Clubs need a good constitution guide and everyone shall follow the rules
- Trainings/workshops on organizational skills or human resource development
- Help us gain understanding of what we are supposed to do, at first it was difficult
- Event management and promotion training and support

What the other research indicates:

On reviewing other universities around Australia, it has become apparent that USASA does not have the robust policy framework of some other institutions. The introduction of the following policies would provide a stronger framework to support clubs and facilitate staff to deliver services with confidence that the correct consultation has been undertaken between USASA, the University and the students that they work to support.

The introduction of a more documentation to outline correct club management processes has the advantage of providing clarity to both USASA staff and club executives and members.

More than this, operational guidelines can strengthen connectivity between USASA and clubs and will be essential in improving reporting of club, activity and membership activity to USASA by clubs.

Existing policies in place:

- USASA Clubs Code of Conduct

Future operational guideline listing:

- On Campus promotion policy (posters, flyers, banners & signage)
- Communication & Marketing policy (club name, club logos, poster design, t-shirts, tablecloths. Includes info around the use of UniSA logo & USASA Clubs Logo)
- Finance policy (including minimum membership fee)
- AGM/SGM terms of reference (what constitutes a voting member, running AGM etc.)
- Equipment policy. Equipment register to be managed by the Clubs Support Officer as supporting document
- Winding Up policy
- Sponsorship policy
- Event management policy (includes alcohol and safe food handling). Risk management template as supporting document.
- Privacy policy

DELIVERABLE	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
Develop a range of policies supporting the safe and legal operation of all clubs on UniSA sites.	Activities Coordinator	December 2017	USASA Staff time
Develop a communication program around the new policy framework that engages leaders of all clubs	Clubs Support Officer	January 2018	USASA Staff time \$1,000

Provide targeted resourcing for clubs

USASA will:

- a) Encourage and support weekly activations for clubs
- b) Book high traffic areas for clubs to activate within
- c) Deliver dedicated space on campus for club use as a base (rooms/ lockers)
- d) Website redevelopment with club specific functionality

USASA asked:

“Do you have any ideas that could make club culture on campus better?”

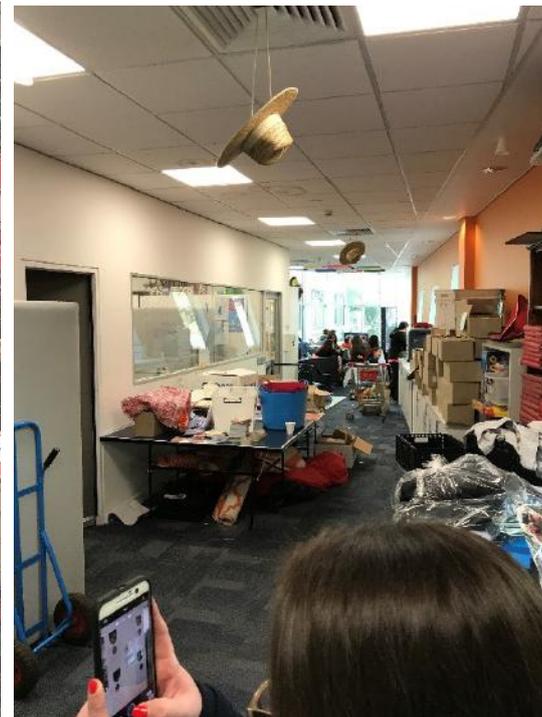
What the students say:

- Have a regular small stall set up that alternatively introduces clubs at each campus. Have them provide little gifts or games to attract students and make it more approachable.
- A few networking events in which students could speak to people in the clubs and find out information about what they do and when they meet
- More information days. Perhaps a club info day in the Plaza?
- Need more exposure time. Simply having the 2 days a year where they are set up in George Street and some flyers around campus is not enough to generate interest.
- More opportunity to sign up by having stalls and stuff encouraging people to do so
- More events (to increase exposure). Have a permanent space for some clubs.
- Social media or a club activity on campus every now and then or advertise it's happening because I only really hear about it on o-week then clubs fly under the radar and I forget it exists
- I think a club room would be great as it provides members benefits and more events for the executive for not only development but also networking
- More publicity about the available clubs and what they do. Maybe add more information on
- the club website about personal experiences with each club (individual biographies) so a viewer can gain an insight into the people involved and what they have experienced)
- Increased awareness/marketing, more inter-club collaborations, increased access to funding/grants, storage space for clubs, more designated marketing spaces

Students overwhelmingly took the time to provide their own written feedback in the survey requesting more frequent small club activations and were surprisingly specific and therefore helpful in their responses.

What the other research indicates:

Those universities with significant funding available or with a significant on campus footprint offer a variety of club specific spaces. At a minimum, all universities reviewed offer basic storage rooms and facilities and most offer a variety of club meeting spaces in addition to this. Most of these spaces are either available via a swipe card access service or a bookable through the clubs support staff rather than through the university more broadly.



DELIVERABLE	FACILITATOR	DELIVERY DATE	RESOURCES ALLOCATED
Encourage and support weekly activations for clubs	Clubs Administration Assistant	Ongoing	USASA Staff time
Book high traffic areas for clubs to activate within	Clubs & Events Manager	December 2017	\$5,200 for BBQ activations
Deliver dedicated space on campus for club use as a base (rooms/ lockers)	GM & USASA Clubs Sub-Committee	July 2020	USASA Staff time
Website redevelopment with club specific functionality	Contracted web developer	Contract to start late 2018 delivery date June 2019	\$25,000 to be included in 2019 budget