

**Graduate Student
Association**



Strategic Plan 2025 – 2030

Sustaining Our Legacy



Acknowledgement

GSA acknowledges and pays respect to the Wurundjeri Woi-wurrung and Bunurong peoples as the Traditional Owners of the lands on which we work. We acknowledge and pay respect to all Traditional Owners of Country throughout Australia and recognise their ongoing connections and care of lands, waters, sky and communities for at least 60,000 years. We pay respect to Aboriginal and Torres Strait Islander Elders past and present. As an organisation made up of graduate students and professional staff, we are privileged to work and learn every day with First Nations colleagues and partners.



President's Introduction

From a small group of graduate students gathering together to form The University of Melbourne Postgraduate Association (UMPA) in 1994, to what we now call the Graduate Student Association (GSA), our organisation has always had one true objective: to improve the graduate student experience at the University of Melbourne.

I can confidently say that GSA has supported me since the day I first stepped into the 1888 Building. As an international student, I was worried about fitting in, and felt the weight of loneliness as I began this journey. I told myself that I couldn't let those feelings become barriers to my success here.

What first drew me to GSA were the events and programs that bring together a diverse range of graduate students, something I'm sure resonates with many of you. Over time, I came to see GSA as more than just a space to connect. It became a source of support, especially during moments when it felt like there was no one else to turn to. That's when I realised I had found a home in GSA.

I want every graduate student to feel what I felt, to find what I found, and to know that GSA will stand by your side throughout your academic, professional, and personal journeys.

The 2025-2030 strategy sets the direction for GSA over the next five years. It highlights the areas where we thrive and identifies key opportunities, such as the emergence of AI and the launch of Melbourne Online. All of this is captured through our goals and priorities, which are aligned with our four pillars: Representation, Community, Impactful Services, and Organisational Performance.

Developing the strategy involved internal discussions and consultations with stakeholders, which included the University Chancellery, Office of the Provost, and Faculty staff. Most importantly, all graduate students were also encouraged to participate in this process, as all roads lead back to them.

The last few years for GSA have been focused on rebuilding after COVID and holding ourselves to the high standards we strive for. Through our previous strategic plan, we launched initiatives that only GSA could bring to life within the University, carving out our unique role in shaping both the graduate student experience and our broader place within the institution.

Now, with our new strategic plan, we are ready to carry forward the momentum we've built and move GSA into a new era of success, where we are not just preserving what we've accomplished, but actively Sustaining Our Legacy.

Ethan Chou
January 2025

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About the University of Melbourne Graduate Student Association

The Graduate Student Association (GSA) is an independent, membership-based association that represents all graduate coursework and research students at the University of Melbourne.

With a 30-year history, and as the largest dedicated postgraduate association in Australia, GSA plays a vital role in advocating for student interests, fostering cohesive communities, and delivering year-round events, programs, development opportunities, and support to the graduate student community.

It is an incorporated association (ABN 11274192974) and registered charity.

GSA Purpose, Mission, and Vision

The purpose for which the Association (GSA Constitution, Clause 1.3) is established is to advance education, including by:

- (a) advancing the interests and welfare of graduate students;
- (b) representing graduate students within the University and to the community;
- (c) promoting academic and professional support services for graduate students;
- (d) fostering a sense of community amongst graduate students;
- (e) striving for free and accessible quality government funded education;
- (f) supporting equity and the engagement of the diverse graduate student body in the life of the University; and
- (g) promoting the role of graduate students in addressing the challenges of the future and building a just and fair society.

The changes to the Mission and Vision were made to be consistent with the purpose of the Constitution, with an intent to reflect the value and type of work the organisation does and what it aims to achieve.

GSA mission

GSA is the elected representative organisation of graduate students at the University of Melbourne, run by students for students. Through our graduate student perspective, we create value by targeted advocacy; impactful services; and meaningful opportunities for community and engagement. We are dedicated to fostering a diverse and inclusive environment where every student can thrive academically, socially, and professionally.

GSA vision

An organisation known and valued by all the graduate students at the University of Melbourne, respected by our partners, and trusted by graduate students as the voice that advocates their interests.

GSA Values Are Embedded in the Organisation

GSA has an approach to respect, diversity, inclusion, and sustainability, not as strategy but as embedded values that live in the culture and practices of the organisation. This starts with the development of policies that are written to reflect the diverse student membership, and the people who work in the organisation. All strategic and operational priorities are implemented through this lens.

GSA values:

- Grow, learn and continuously improve
- Engage collaboratively and inclusively
- Be approachable and responsive
- Promote a respectful and caring environment
- Demonstrate accountability and honesty
- Embrace friendship and fun

These values underpin GSA operations via:

The intentional creation of student representative officer roles for specific cohorts in recognition of their importance to GSA, and to create widespread cultural change:

- International
- Disability and Equity
- First Nations
- Queer
- Families
- Women

Policies that replicate, or are consistent with the University Murmuk Djerring Indigenous Strategy; and the Diversity & Inclusion Strategy. These include:

- Access and Equity Policy
- First Nations Peoples Commitment Policy
- Respectful Workplace Policy
- First Nations Peoples Recognition Policy
- Stakeholder Engagement Policy
- Reconciliation Action Plan

Continued and ongoing communication to students of the GSA values and day-to-day actions that support these values and policies.

Integration of the GSA values and policies into the People and Culture practices: the hiring methods, performance management systems, and staff reward mechanisms.

A public commitment to sustainability targets via measures outlined annually in the GSA Operational Plan, and consistent with the Environmental Sustainability Management Plan Policy.

Understanding What Has Gone Before Us and What Lies Ahead of Us

Since 1994, despite changes in name and location, the mission to be at the heart of graduate student life has remained steadfast. From humble beginnings, with only one full-time staff member, to becoming the largest postgraduate student association in Australia, GSA has consistently upheld its mission and purpose.

For most of its 30-year history, the organisation was known as the University of Melbourne Postgraduate Association (UMPA), with the name changing in 2008 when the University reclassified its postgraduate cohort as graduate students.

GSA engages with students in many ways, with social events being the most visible. Over the years, the nature and scale of these events have evolved, but their purpose remains the same: to help graduate students overcome isolation and feel connected to university life, significantly enhancing their chances of completing their studies.

GSA has actively campaigned on national, state, and university-level issues such as study spaces, degree completion rules, public transport concessions, and protecting students from discrimination, assault, and harassment. While there have been significant victories, many of these challenges remain for graduate students, and are ongoing.

Over time, GSA has also adapted to significant change – from the implementation of the Melbourne Model, to the removal of student union fees, and the transition to the Student Services and Amenities Fee (SSAF) legislation, to the emergence of social media, and even a pandemic. The resilience of the organisation has meant it has emerged from these challenges a more capable organisation with a strong culture of student leadership.

The higher education sector is still undergoing change, with questions arising about how big the sector should be, and what role will international students play. Looking ahead, there is uncertainty in what the nature of learning will look like, what will constitute an active campus, and how students will be engaged and taught. Critical to this will be a university that embraces lifelong learning. More than ever, each graduate student's journey of how they got here, what they want to do and why, will need to be recognised as unique and be supported.

Societal and economic pressures have made managing the life of being a student more complex and time-consuming. There are also societal opportunities as we look to respond to environmental challenges, adapt to new technologies, and be a society that is more just and respectful of our diverse community. The graduate student community at the University are not alone in facing these challenges and will continue to work in partnership with other like-minded organisations, such as the University of Melbourne Student Union (UMSU), National Union of Students (NUS), and the Council of Australian Postgraduate Associations (CAPA), for the collective benefit of all students.

Through the challenges and change ahead, GSA will continue to be there for graduate students, advocating in their interests, supporting where they can, and creating communities and connections. That is the intention of this strategy – to make clear the goals and priorities GSA will put in place to achieve the desired outcomes for graduate students.

Recognising the Unique Position of GSA at the University

Being a democratic association is central to GSA. Leaders are elected to speak with the authority and perspective that comes from being a fellow graduate student. This is the fundamental value and importance of the organisation that no other body or University department can replicate.

The uniqueness of the Melbourne Model makes this even more critical where approximately 50% of all students are graduate students. The University has identified within the model four categories of graduate students. The categories recognise different types of study modes and takes into consideration the wider range of life experiences graduate students have at the time of entrance to their courses and during their studies. This leads to differing levels of engagement and types of services they require from the University and from GSA.

1. Undergraduates
2. Professional Entry Postgraduate (nursing, teaching, medicine, engineering, law, architecture, etc)
3. Postgraduate Coursework (specialised, not entry to practice PG degrees)
4. Post-professional education (people with a degree who are returning to study for career change or advancement)
5. Graduate Research Students

Holding our place at the University

GSA recognises that they are part of an educational environment where the whole University is committed to student success and quality student experience, and puts this into practice, from the Faculties to MU Sport, and the many departments/ roles in Chancellery and SASS. GSA also recognises that it has a shared constituency with UMSU and looks to work collaboratively at all times with this fellow organisation, whilst also noting that the graduate students themselves have acted and voted in ways that endorses a separate, independent organisation for graduate students.

GSA applauds the University's efforts to engage with students, and will continue to support these efforts, but note that consulting a group of students or retaining student ambassadors, whilst commendable, is not the same as having the elected student representative voice in the room. This is why one of the strategic pillars for GSA is representational quality and strength.

As recipients of SSAF grants, GSA is mindful that it is to the benefit of all university students to ensure that these funds are spent in manners that are efficient and in areas that the students have rated as important. GSA recognises that they share these service priorities with partner organisations within the University and has developed an operational matrix to effectively focus its energies and resources to maximise the benefit for the graduate student.

GSA niche	Best outcomes achieved through leverage		Not under GSA control or remit but will look to influence	
Things only GSA can do – specialist skills, perspectives or no one else is doing it.	Via collaboration with another entity, as an active partner and contributor.	By representation, as an active and informed stakeholder looking to influence.	Where GSA can promote existing programs that benefit students.	Where GSA will look to lobby and influence as an outsider e.g. government policy.

Strategic Themes

In the development of the GSA strategic priorities, four intersecting themes or pillars emerged.

Representation



- GSA is a student representative body, with the leadership democratically elected and vested with the trust of the graduate student cohort to act in their interests through advocacy on issues of importance for students and in representing them on University bodies and decision-making processes.
- GSA is the independent voice of graduate students, and how effective the association is in this representative role is at the heart of the organisation's success.

Community



- Fostering a sense of community for graduate students is a vital student interest and, for many graduate students new to the University, can be a critical factor in their academic success and overall student experience.
- As an organisation led by graduate students and run for graduate students, GSA can bring a special identity and credibility to events and other ways that students can connect with one another. Through the administration and funding support of Grad Groups, GSA helps support students in their own initiatives to create connections that are on their terms.

Impactful Services



- Impactful services are for every student who needs them.
- GSA recognises that the day-to-day study and research of a graduate student is only part of the life of being a student, and GSA can help assist with providing services to meet the challenges students face – from finding support for their study, to childcare and other facilities, to helping meet the economic challenges of student life. All are critical in making the student experience a successful one.
- As a partner of the University, and in collaboration with other bodies, GSA has an important role to play in delivering services and amenities consistent with the Student Services & Amenities Fee (SSAF) funding it receives from the University.

Organisational Performance



- GSA can only deliver on its priorities in representation, community, and services if it is operating effectively and in a sustainable manner.
- As an independent student-led organisation, the responsibility for a well-performing organisation lies solely with the organisation, so it is important that the strategy places emphasis on capability development and operational performance.
- As in any member-based organisation that has revolving leadership, GSA's culture of service towards its purpose (the students) is something that has to be continually invested in and monitored.

Strategic Goals

For each theme, one or more overarching goals were established. You will note that these goals are not metric-based, so they can apply across the span of the time of the strategy (2025 – 2030), regardless of the change that will occur. Be it technological advancement, changes to immigration laws, changes to student fees, approaches to study, or even circumstances such as another pandemic, the goals are sufficiently robust that they can be the guiding stars of the organisation as it looks to adapt and grow.

Representation



- Via democratically elected leadership, to be an organisation trusted by students to advocate their interests to the University and in other spheres.

Community



- To create opportunities for students to connect with other students and be part of a community where they can be seen for who they are and feel they can belong and contribute.

Impactful Services



- To help meet the needs of all graduate students during their time at the University; with particular emphasis on academic support, career pathways, and cost of living.

Organisational Performance



- To grow membership, engagement, and feedback with the graduate student population.
- To be a capable and sustainable organisation that lives our values and can adapt to the future.

In meeting these goals, GSA can be confident that it will be fulfilling its mission. The goals define what it is to be 'an organisation known and valued by all the graduate students at the University of Melbourne, respected by our partners, and trusted by graduate students as the voice that advocates their interests'.

Strategic hierarchy

GSA purpose

Mission & vision

Strategic Plan

Operational Plan

Team plans

Strategic Priorities

In order to meet the strategic goals, each theme has a set of priorities. The priorities are a mechanism to transparently articulate to the entire student membership what the organisation sees as important and why. The priorities give guidance to future student leaders, and to professional staff, as to what has been identified as important to fund, and to direct operational energy through appropriate tactical thinking.

The priorities will become the basis for operational planning and performance measurement, and as criteria to assess the strategic alignment and value of any new initiative being considered. On an operational level, these pillars are not intended to be silos, but will intersect with shared responsibilities for priorities across the various departments of the organisation.

Representation



- Free and fair elections.
- Effective advocacy on issues that impact students.
- Continued quality student representation on University committees.
- Engage students in our decision-making processes.
- Considered and timely responses to student concerns on current affairs

Community



- Communication that is relevant and engaging for students.
- Inclusive and respectful events that engage students in areas of their interest.
- Continued support and assistance of Grad Groups.
- Promote the profile of research students within the larger world of academia.
- Avenues for connection and sense of belonging for international students.

Impactful Services



- Work with other partners to help students with the information and training they need for career entrance/progress.
- Identify unmet graduate student academic support needs and develop appropriate responses.
- Cost of living – to be an advocate for how important this issue is, and assist with student community initiatives.

Organisational Performance



- Maintain a strong organisational and governance culture.
- Have a succinct and clear value proposition for student membership.
- Capability development to meet future needs and maintain current performance standards.
- Initiatives to respond to the changing AI environment.
- Adaptive cost structures and budgeting.
- Exploration of alternative sources of revenue.

Strategic Priorities in Detail: Representation



Via democratically elected leadership, to be an organisation trusted by students to advocate their interests to the University and in other spheres.

Free and fair elections

The core of GSA is that it is run by graduate students for graduate students. This can only occur if the student leaders are democratically elected via processes that are seen as valid, transparent, and widely participated in. Effort and investment in making sure this occurs is vital to the ongoing credibility and effectiveness of the organisation.

Effective advocacy on issues that impact students

By advocacy we mean standing up for the collective rights of graduate students; be it for improved conditions and safer environments for students on campus, or fighting for social issues with national or global ramifications, it is putting students' interests first. This is a fundamental purpose of the organisation, and a key expectation of students who become members of the organisation.

Continued quality student representation on University committees

A key path to affect change and advocate for student's interests is via GSA student leaders being on University committees, boards, and advisory bodies. Using GSA elected or appointed student representatives to fill these positions, GSA has a strong reputation with both the students and the University for the credibility of their input and professionalism in their fulfilment of their committee duties, which increases their effectiveness as advocates. A priority must be for the continuation of this high standard of representation, in a manner that reflects and accounts for the diverse student population it represents.

Engage students in our decision-making processes

True enfranchisement lies in the full and active support of the students the organisation represents and the decisions that are being made. Full and active support means transparency of decision-making, participation where possible, and understanding of what decisions are being made and why. As social media and campus landscapes undergo change, GSA must find new and effective ways to enable students to participate in the decision-making process to the full extent that they wish to do so, and in ways to explain decisions that have been made.

Considered and timely responses to student concerns on current affairs

There is an ever-present tension between a student asking themselves, 'is this organisation responding to the issues that concern me and listening to my concerns', versus the responsibility for the organisation to make whole of cohort thinking and a demonstrated rigour in its decisions. This tension is often played out in the timeliness and tone of reactions to very topical world affair issues, or issues of importance at the University. Priority must be given to find agreed ways and processes for student-led decisions that demonstrate both appropriate consideration and timeliness in the response.

Strategic Priorities in Detail: Community



To create opportunities for students to find connection with other students, be part of a community where they can be seen for who they are and feel they belong and can contribute.

Communication that is relevant and engaging for students

GSA's vision is 'an organisation known and valued by all the graduate students at the University of Melbourne', this can only occur through effective communication to the students. In a time when the demands on student attention is at an all-time high, the need for relevance in messaging is critical to create awareness and continued engagement with the students.

Inclusive and respectful events that engage students in areas of their interest

It is a long-standing tradition, and still effective today, that events run and led by students can be some of the most welcoming and connecting activities a student will experience at their time at university. This goes to one of the foundational purposes of the organisation in fostering a sense of community amongst graduate students. The manner and tone of those events must be living embodiments of the values of GSA, respectful of the cultural and other lived experiences that the most diverse of cohorts, the graduate students, represent.

Continued support and assistance of Grad Groups

Grad Groups are vibrant student-led societies designed to foster interaction, wellbeing, and learning opportunities among the diverse graduate student community at the University of Melbourne. They empower individual student agency as the student gets to select groups that meet their unique interests and provide them with a chance to contribute to the community through participation and leading of the groups. There are some 150+ Grad Groups, with over 20,000 members, who are affiliated with, and receive funding from GSA. This is one of the most effective ways GSA helps build community and helps students being seen for who they are and feel where they belong, and where they can contribute.

Promote the profile of research students within the larger world of academia

A distinct and important part of the graduate student community is the research student or research fellow. With extensive time and experience at University, their studies have them extending into the broader academic community where recognition of their achievements is a critical part of their career progression. GSA can play a vital and unique role in helping promote the profile of this cohort, and in facilitating opportunities for building connections for individual researchers.

Avenues for connection and sense of belonging for international students

One of the most challenging aspects for students who travelled from across the globe is walking into a University not knowing anyone. As a first port of call for many students, GSA can aid in facilitating opportunities to meet other students, and also to meet fellow students from their own country.

Strategic Priorities in Detail: Impactful Services



To help meet the needs of all graduate students during their time at University; with particular emphasis on academic support, career pathways, and cost of living.

Work with other partners to help students with the information and training they need for career entrance/progress

For many graduate students, their desire to be at this university, striving for success in the course and fields of study they have selected, creates the opportunity to help them get the next job they want in their chosen career. To be relevant and of service to its members, GSA needs to recognise this and provide support that can help the individual student fulfill their goal. This needs to be more than words of support but tangible and practical contributions that are appreciated by the student.

Identify unmet graduate student academic support needs and develop appropriate responses

Nearly all students will, at some stage in their study, need assistance with that study, which may not be readily available at the course or faculty level. It may be in learning an extra-curricular study skill, or that extra push to find time and space to finish that research document (Thesis Bootcamp or Shut Up & Write), or it may be in providing a quiet study space and childcare facilities, or specific initiatives to help international students. Whatever the need that is identified, GSA should be there to support where it can.

Cost of living – to be an advocate for how important this issue is, and assist with student community initiatives

One of the greatest injustices that can impact a student is their inability to complete their studies, or having their results affected due to cost of living pressures. GSA recognises this and places high priority on its effort to campaign and advocate for students on this issue; both at the government level through campaigns such as public transport costs; or helping individuals through tangible and specific actions, such as the some of the current food security initiatives. It is one of the more important ways that GSA lives its purpose of 'advancing the interests and welfare of graduate students'.

Strategic Priorities in Detail: Organisational Performance



To grow membership, engagement, and feedback with the graduate student population. To be a capable and sustainable organisation that lives our values and can adapt to the future.

Have a succinct and clear value proposition for student membership

To achieve the vision of being known and valued by all graduate students, the organisation must be continually be aware of, and able to articulate why they are relevant to the graduate student, and the reasons why that student should be involved with or care about GSA. What this value proposition is may evolve over time, as will how it is most effectively communicated to the membership. It is an existential priority, and continual effort must be focused on updating and communicating this proposition.

Capability development, to meet future needs and maintain current performance standards

Many strategic priorities fail due to the organisation not adequately investing in the skills and capabilities required to meet that priority or not adapting to future circumstances. GSA currently has a reputation for quality performance in all areas of strategic importance to the organisation. Focus must be given to the continual development and recruitment of appropriately qualified staff, and ongoing training and induction of student leaders.

Initiatives to respond to the changing technological (AI) environment

It has been earlier identified in this strategy that the fast-changing technological environment that is higher education will create myriad opportunities and threats for GSA. How effectively it can respond to these changes will impact its capability to efficiently deliver its other strategic priorities, and how it can best advocate for the student in a learning environment with rapidly changing academic integrity policies and modes of learning.

Adaptive cost structures and budgeting

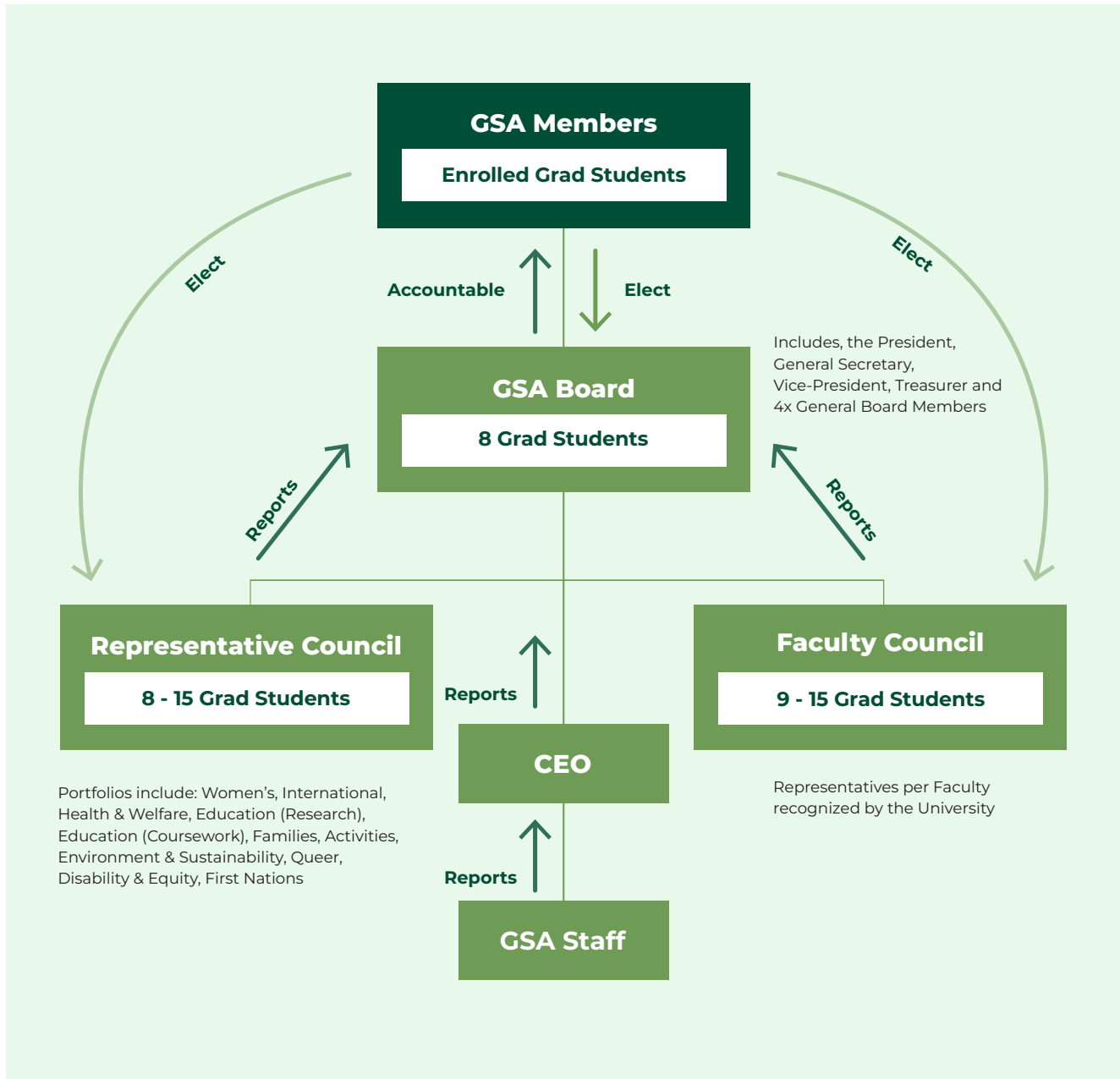
It is not possible to forecast what higher education at the University will look like by 2030. The University is committed to a postgraduate experience that will be centered on a vibrant and active campus, but at the same time, they are investing in and launching Melbourne Online and international campuses. The current public debate on numbers of international students in Australia is an example of the vulnerability of future SSAF revenues to changes that are beyond the University's control. It is for this reason that GSA must monitor, as a strategic priority, the costs of its operating model to ensure it has sufficient flexibility to alter future budgets and staff structures in a manner that can sustainably match any changes in revenue.

Exploration of alternative sources of revenue

At present, GSA has exposure to a significant funding risk as 98% of all its revenue is SSAF grants received from the University. GSA sees the University as a trustworthy and responsible funding partner, but even the University is not responsible for changes to SSAF legislation or has full control of student numbers at the University. It would be ideal if GSA could establish at least some minor alternative revenue streams that are consistent with the mission of the organisation. It may not be possible, but it is appropriate for GSA to invest energy and focus in identifying and assessing any viable opportunity.

Maintain a strong organisational and governance culture

As in any membership-based organisation that has revolving leadership, GSA's culture of service towards its purpose (the students) is something that must be continually worked upon and not taken for granted. At present, the culture of the student leadership is one of putting aside the differences that emerge during campaigning for election and to co-operatively work for the whole of the organisation and the benefit of all the students. This is reflected in the ethos of the professional staff to respect the student leadership and work for the shared goals of the organisation. GSA understands that this may not always be the case, so investing time and effort into building resilient governance processes and maintaining the organisational values is a key strategic priority.



New Strategic Initiatives

In order to meet the priorities set out in this strategy, the following initiatives will be enacted. Other initiatives may emerge over time, as the organisation looks to respond to emerging challenges. It is worth noting that the Working Groups may have terms of reference that mean they only exist for a limited period of time and for a limited purpose.

The development of a new representational position as a GSA Online Student Officer

This is in anticipation of Melbourne Online starting in 2025. It is recommended that the first Officer does not have to be an online graduate student, but one that is prepared to start in the role in 2025 and help GSA staff advocate for graduate students' interests as the program is being developed and launched.

The development of a 'New Information Technologies' Working Group

This will have the scope to scan all new technology opportunities and threats, but with a particular focus on generative and predictive AI. It will be responsible for staying aware of all University initiatives related to AI and academic integrity, opportunities to create efficiencies in GSA operations and services, and opportunities related to the development of alternate sources of revenue for GSA. The Working Group is likely to have an equal mix of professional staff and student leaders, as well as external expertise when required.

The development of 'Governance Resilience and Transparency' Working Group

Making recommendations to the Board, the group will be mainly student leaders and student volunteers with some professional staff support. Its mandate will be to discuss and generate ideas on how GSA decision-making can remain or become more transparent, and what process can be improved/codified for the considered and timely responses to student concerns on current affairs.

Task the GSA Board Finance and Risk Sub-Committee with exploring options for alternate revenue streams

This is a carry-over priority from the previous strategic plan. To ensure that this priority is addressed, it is recommended that the task be given to the Finance and Risk Sub-Committee as a project, with a specific date of resolution by no later than January 2026.

How Will the Strategic Priorities Be Implemented

The staff structure is also set up to ensure that the student representatives (p16) are given support to sustain the workloads required in the fulfilment of the specific duties outlined in their Officer roles. Staff with appropriately delegated responsibilities shall be empowered to have ongoing dialogue and follow up with individual student leaders to facilitate the completion of initiatives, and smooth handovers to incoming student representatives.

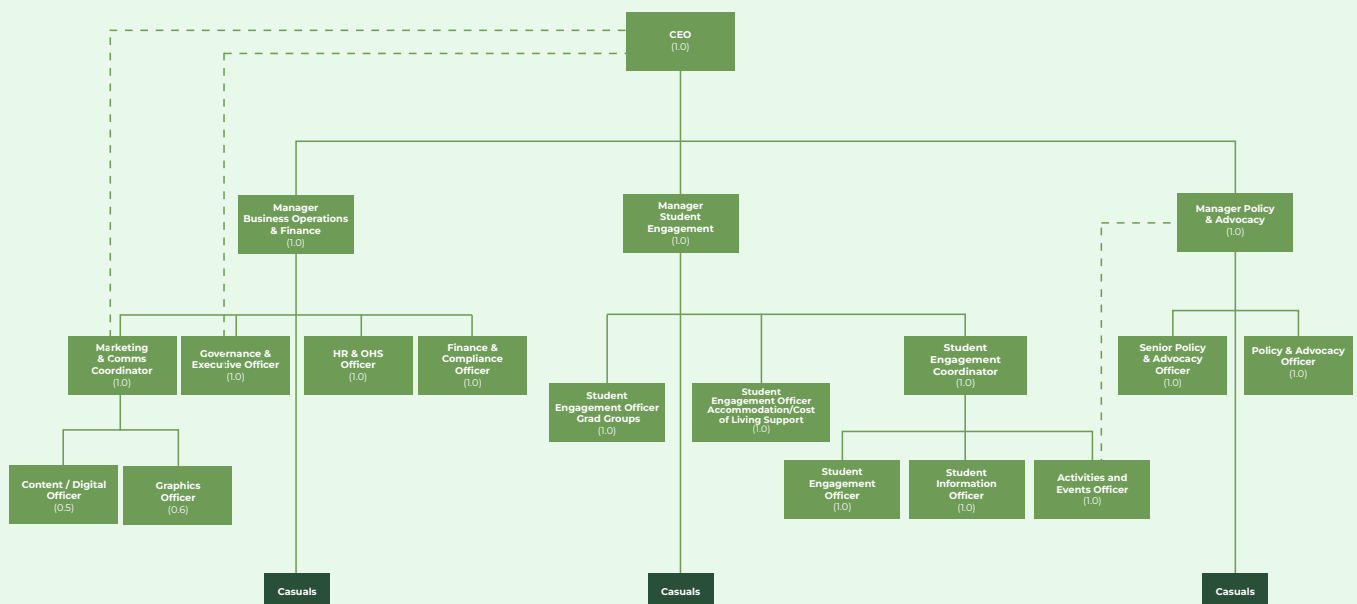
The key document for planning for delivery on the strategic priorities will be the annual Operational Plan developed by the CEO and approved by the GSA Board.

The Operational Plan will include appropriate objectives and metrics to show the organisational performance against the strategic priorities and themes. This performance will be reported back to the GSA Board during the course of the year, and then more broadly included in the annual report that is published for the entire student membership.

Use of the Operational Planning Process allows the organisation to be tactically agile and responsive to changes at the University and in the community. The Operational Plan can also highlight important tactical responses to student concerns or needs that may not have been specifically captured within the strategic plan. Some recent examples of this identified by student leadership include the exploration of the establishment of a student canteen, the provision of legal services, and the request for the development of internship opportunities.

GSA staff structure

Current structure, subject to change over time



Strategy on a Page

Representation	Community	Impactful Services	Organisational Performance
<p>Via democratically elected leadership, to be an organisation trusted by students to advocate their interests to the University and in other spheres.</p>	<p>To create opportunities for students to connect with other students and be part of a community where they can be seen for who they are and feel they can belong and contribute.</p>	<p>To help meet the needs of all graduate students during their time at University; with particular emphasis on academic support, career pathways, and cost of living.</p>	<p>To grow membership, engagement, and feedback with the graduate student population.</p> <p>To be a capable and sustainable organisation that lives our values and can adapt to the future.</p>
<h3>Priorities</h3>			
<p>Free and fair elections.</p> <p>Effective advocacy on issues that impact students.</p> <p>Continued quality student representation on University committees.</p> <p>Engage students in our decision-making processes.</p> <p>Considered and timely responses to student concerns on current affairs.</p>	<p>Communication that is relevant and engaging for students .</p> <p>Inclusive and respectful events that engage students in areas of their interest.</p> <p>Continued support and assistance of Grad Groups.</p> <p>Promote the profile of research students within the larger world of academia.</p> <p>Avenues for connection and sense of belonging for international students.</p>	<p>Work with other partners to help students with the information and training they need for career entrance/progress.</p> <p>Identify unmet graduate student academic support needs and develop appropriate responses.</p> <p>Cost of living – to be an advocate for how important this issue is, and assist with student community initiatives.</p>	<p>Maintain a strong organisational and governance culture.</p> <p>Have a succinct and clear value proposition for student membership.</p> <p>Capability development, to meet future needs and maintain current performance standards.</p> <p>Initiatives to respond to the changing AI environment.</p> <p>Adaptive cost structures and budgeting.</p> <p>Exploration of alternative sources of revenue.</p>
<p>Supported by the non-negotiable, embedded values that live in all facets of the organisation and span across all priorities.</p>			

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