



Mannix College

A Catholic residential college  
affiliated with Monash University

Strategic Plan

2024-2028



# Acknowledgement of Country

In the spirit of reconciliation, Mannix College acknowledges the Traditional Custodians of the country on which our community lives and learns, the Wurrundjeri and Boon Wurrung people, and their connections to land, sea and community.

We are committed to fostering a society that recognises, respects and includes Indigenous peoples, cultures and knowledge.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.





# Welcome

This plan highlights our ambition and commitment to our unique history and future as a Catholic residential college where our residents live, grow, and truly flourish.

The Mannix College experience enriches a Monash University education by:

- quality academic and wellbeing support;
- environs that develop morality, ethics and leadership competence;
- engaging residents in a range of academic, cultural, sporting, spiritual, and social activities;
- providing comprehensive and comfortable accommodation in a collegiate setting;
- extending the benefits of the Mannix experience for life through our global alumni community.

Mannix College is committed to providing its residents with an exceptional residential college experience that is deeply rooted in our Catholic ethos and fosters a community devoted to academic excellence. This nurturing environment stimulates intellectual growth, encourages faith development, and passionately promotes community service and positive leadership.

The strength of our residential college community comes from our students' holistic development, stories, and traditions, but our future rests in innovation. Our Strategic Plan is, therefore, unashamedly aspirational. It builds on the firm foundations of our heritage but resets our strategic priorities to ensure we not only continue to provide Monash University students with the opportunity to live in a safe, diverse and inclusive community but that we do so concerning the rapidly changing nature of the academic environment; contemporary expectations of behaviour and diversity; and a strong desire to increase the level of scholarship and other supports to worthy but disadvantaged students.

We want to attract determined and deserving students and quality staff, be the accommodation provider of choice at Monash University and be known for nurturing a well-rounded community with warmth of character, generosity of spirit and respect for all.

We aspire to prepare our residents for their first post-university destinations and for life in a rapidly changing environment in which they will be expected – and are expecting – to lead.

We intend to produce alumni who are proud of Mannix and remain supportive of the College throughout their lifetime.

In pursuit of our strategic goals, we will sustain an environment where all – staff, residents and those from the community with whom and alongside whom we work - can thrive and realise their full potential.

We commend this Strategic Plan to you as the roadmap for our next five years. The plan will stretch us, as any valuable strategic plan must, but we are confident in our community's ability to deliver it.



**Bishop Anthony Ireland**  
Chair of Council



**Andrew Swan**  
Principal



## Our Motto

*Omnia Omnibus* – “All things to all people”.

This was the personal motto of our namesake, Daniel Mannix, Catholic Archbishop of Melbourne (1917-1963).

## Our Vision

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

## Our Reputation

The premier residential accommodation offering at Monash University, and among Australia’s leading university residential colleges.

## Our Values

- **Community** - We are from different disciplines, backgrounds, cultures and beliefs, yet we build friendships and networks and show care and support for one another.
- **Respect** - We respect ourselves and each other, which sustains a culture where everyone feels included, accountable and supported.
- **Excellence** - We are ambitious to learn and achieve our best efforts with passion.
- **Resilience** - We own and learn from our mistakes and overcome adversity by using courage, wisdom from others, personal strengths, and self-efficacy.
- **Integrity** - We actively contribute to an environment where compassion, moral courage and honesty are valued, recognised and modelled.

All members of our community live towards these values. When our values are challenged, we have the courage to stand up, speak out, and take action.





## Our Strategic Priorities

Mannix College commits to providing life-changing opportunities for residents by focusing on eight areas of strategic priority:

- **EDUCATIONAL EXCELLENCE IN THE CATHOLIC CHRISTIAN TRADITION** - To provide a caring, nurturing home away from home; a place of hospitality that is inclusive and welcoming, respectful of the dignity of all and committed to pastoral care, holistic learning and service.
- **STUDENT SUCCESS** - To engage our residents in a high-quality, student-centred culture and programs for academics and employability development.
- **WELLBEING & CULTURE** - To enhance resident and staff wellbeing in a safe, respectful, diverse, and inclusive community.
- **ACCESS, BELONGING & INCLUSION** - To enhance our recruitment, selection, orientation and support processes to better identify, attract and retain diverse students who feel they belong.
- **CAPABILITY** - To recruit, retain and develop a quality team contributing to an exceptional college experience for our residents and guests.
- **SPACES** - To provide well-resourced and fit-for-purpose physical and digital environments.
- **RESOURCES** - To build on the College's financial foundations and operational systems, ensuring our long-term sustainability and developing the resources needed for strategic priorities.
- **RELATIONSHIPS** - To strengthen mutually beneficial connections with and among our supporters, stakeholders, alumni and friends.

## Our Strategic Process

- Decisions made by the College Council, Foundation Council, the Senior Management Team and Student Leaders will be guided by the College's values.
- Awareness, attraction, retention, engagement, income and reputation will be high-level indicators of the success of our strategic priorities.
- Key actions, and the operational and budgetary plans and indicators of success that underpin this strategy, will be reviewed annually during the implementation of this plan.
- To ensure our programs and services are market responsive, and we remain competitive, we will regularly research, evaluate and benchmark to best respond to resident and staff needs.



## ***Strategic Priority 1***

### **Educational Excellence in the Catholic Christian Tradition**

#### **Objective**

To provide a caring, nurturing home away from home; a place of hospitality that is inclusive and welcoming, respectful of the dignity of all and committed to pastoral care, holistic learning and service – a place of belonging where all residents are supported to realise their potential and can avail themselves of opportunities to explore a spiritual life and social justice activities.

#### **What success looks like**

- Our residents quickly obtain a genuine sense of belonging and acceptance thanks to our welcoming and inclusive culture, hospitality and quality care.
- Our residents engage in community service.
- Our community has a deep respect for intellectual values.
- Our community demonstrates social and spiritual awareness that impels action.
- Our residents pursue truth and personal growth in an atmosphere of wise freedom.

#### **Key initiatives**

- Provide programs that ensure students can avail themselves of opportunities to explore a spiritual life and social justice activities.
- Nurture a Catholic intellectual presence that builds on the link between faith and reason.
- Optimise the use of our Chapel by promoting both understanding of the nature of the space and spirituality as a contributor to wellbeing.
- Provide residents opportunities to explore a spiritual life, such as participating in Catholic festivals and/or pilgrimages.
- Offer opportunities for students to connect with Catholic communities beyond Mannix.

#### **Strategic outputs**

1. **Values:** Respect and dignity for all are evident in the policies and practices of Mannix College and in the conduct of all residents and staff.
2. **Programs:** Consistently delivered programs that enhance the welcoming nature of the College and support the development of the whole person.
3. **Community Service:** Demonstrated Catholic commitment to service by a strong culture of social justice action amongst residents that sees residents participate in community service and support the local community via volunteerism.





## Strategic Priority 2

### Student Success

#### Objective

To engage our residents in a high-quality, student-centred culture and programs for academics and employability development.

#### What success looks like

- Our residents actively engage in a robust learning program that enhances their academic progress and success.
- Our residents participate in a career-focused skills development program.
- Our scholarships and prizes increase to celebrate residents' achievements.
- Our residents engage in community service.
- Our Fellows are actively engaged in enhancing Mannix's academic offerings and reputation.

#### Key initiatives

- Promote, celebrate and inspire academic success.
- Strengthen the tutorial program.
- Strengthen guest speaker events.
- Reimagine and renew the Fellows program.
- Establish a career-focused skills development program.
- Expand peer-to-peer and resident-to-alumni mentoring programs.
- Expand and formalise a leadership and personal development program for student leaders.
- Provide bespoke support for high-achieving residents to pursue advanced opportunities (eg. Rhodes Scholarship).

#### Strategic outputs

1. **Academic support program:** Strengthen the program to engage residents and influence their academic success effectively.
2. **Career skills program:** Develop and implement a program to help residents enhance their employability.
3. **Community service:** Demonstrate our commitment to social justice by engaging residents in activities that support the local community.





## Strategic Priority 3

### Wellbeing & Culture

#### Objective

To enhance resident and staff wellbeing in a safe, respectful, diverse, and inclusive community.

#### What success looks like

- Our College is known for its focus on positive behaviour and a culture that actively delivers on its vision, purpose and values.
- Our residents and staff are supported to develop and adopt wellbeing and resilience skills to strengthen self-care and manage challenges.
- Our residents are provided with timely access to psychological and mental health and other supports, as well as training to enhance mental health and wellbeing.
- Our residents can choose to connect with and explore faith.
- Ours is a diverse educational community where resident and staff wellbeing are woven into the fabric of our day-to-day business.
- Our community celebrates 50 years of coeducation at Mannix.

#### Key initiatives

- Align community culture with College values.
- Amplify the resident voice by establishing and supporting Advisory Committees and feedback mechanisms.
- Strengthen the College's social, wellness and spiritual support programs using evidence-based approaches.
- Strengthen the College's incident response procedures and policies.
- Strengthen the College's community management procedures and policies.
- Ensure resident and resident leader training requirements meet and exceed minimum standards.
- Strengthen the leadership and personal development program for student leaders.

#### Strategic outputs

1. **Wellbeing plan:** Develop and implement a Wellbeing Plan focussing on early intervention, building resilience, wellness literacy and maintaining good mental health.
2. **Mental health supports:** Strengthen mental health training and counselling supports.
3. **Strong culture:** Focus on continual cultural improvements that ensure the College's reputation for safety, respect, inclusion and diversity is enhanced.
4. **Student voice:** Increase feedback mechanisms and formal opportunities for residents to contribute to College life, leadership and policy.
5. **Anniversary:** We celebrate 50 years of coeducation at Mannix.





## Strategic Priority 4

### Access, Belonging & Inclusion

#### Objective

To enhance our recruitment, selection, orientation and support processes to better identify, attract and retain diverse residents who feel they belong.

#### What success looks like

- We attract and nurture excellent residents from all backgrounds to contribute and excel.
- Our culture embraces diversity as a collective strength.
- Our cohort has a healthy mix of undergraduate and postgraduate residents at different stages of their degrees.
- We are a popular accommodation option for students from Catholic schools.
- We embed Indigenous knowledge and culture within the residential experience, for the benefit of all residents, and to enhance Indigenous residents' experience and engagement. Because of this, we are the residential accommodation option of choice for Indigenous Australian students at Monash University.
- We engage residents who may not otherwise have considered a residential college accessible or suitable for them.

#### Key initiatives

- Ensure our arrival and induction processes help new residents quickly develop a genuine sense of belonging, connection and safety.
- Develop bespoke enrichment and engagement programs for residents who have experienced educational disadvantages to support them to thrive.
- Create a safe and inclusive environment for Indigenous and under-represented residents.
- Expand accommodation scholarship packages for residents who need them.
- Strengthen relationships with Monash University, the William Cooper Institute and key organisations that support under-represented residents.
- Explore options to attract and retain more third-year and above undergraduate residents and postgraduate residents.

#### Strategic outputs

1. **Scholarships:** Increase the range of needs-based scholarships for financially disadvantaged students.
2. **Cohort design:** Implement a Community Plan that pursues the ideal profile of our resident body across undergraduate, postgraduate, local and international communities.
3. **Outreach:** Improve our engagement with schools, community groups and external organisations across Victoria and targeted areas interstate and overseas.
4. **Reconciliation:** Involve residents in a relationship with Local Elders and create a Reconciliation Action Plan.





## Strategic Priority 5

### Capability

#### Objective

To recruit, retain and develop a quality team contributing to an exceptional college experience for our residents and guests.

#### What success looks like

- We provide purposeful, personalised staff development opportunities and plans for succession, career growth and wellbeing.
- Our staff are suitably qualified and skilled to support all facets of college life and our continuous improvement.
- All levels of leadership work collaboratively towards our strategic goals.

#### Key initiatives

- Enhance management cultures, governance systems and processes.
- Continuous professional development for staff.
- Build capability within and among Council, Foundation Council, staff and residents to implement this strategy, including a resourcing plan with knowledge and risk management.
- Strengthen policies, processes and practices to enable leaders to tackle and manage poor behaviour.
- Strengthen connections to communities of practice.
- Support the College Chaplain in professional learning opportunities focusing on youth ministry.

#### Strategic outputs

1. **Staff development:** Plan for and operationalise staff development.
2. **Governance:** Improved governance frameworks.
3. **Performance support:** Strengthen feedback and performance support mechanisms for staff and managers.





## Strategic Priority 6

### Spaces

#### Objective

To provide well-resourced and fit-for-purpose physical and digital environments.

#### What success looks like

- Our buildings and grounds are fit for purpose, well-maintained and appealing.
- Our information and communication technologies meet functional and strategic requirements.
- Our spaces take advantage of the unique site on which the College stands.
- Our infrastructure is safe and modernised for longevity.
- Our buildings are energy and water-efficient.
- Our spaces are welcoming and inclusive
- Our Catholic identity is evident in a welcoming and inclusive College

#### Key initiatives

- A Master Plan that considers:
  - the changing higher education and student accommodation landscape
  - the ideal amenity of the undergraduate rooms and common spaces
  - environmental and sustainability concerns
- Embed sustainability in day-to-day college life and champion initiatives aligned to Net Zero.
- Strengthen information and communication technologies to meet learning, recreational and operational needs.
- Create visual connections between the Mannix College community and the Catholic community on campus, connections that support the Catholic mission on campus.

#### Strategic outputs

1. **Master Plan:** Develop a Master Plan to guide the future development of our campus.
2. **Appealing spaces:** Revitalise and refresh common spaces and gardens.
3. **Sustainability:** Environmentally responsible and sustainable practices aligned with UN Sustainable Development Goals are embedded throughout our operation.
4. **Technology:** Enhance business and engagement technologies focusing on cybersecurity concerns.





## Strategic Priority 7

### Resources

#### Objective

To build on the College's financial foundations and operational systems, ensuring our long-term sustainability and developing the resources needed for strategic priorities.

#### What success looks like

- Our financial position is strongly supported by a robust governance and management framework.
- Our income comes from varied sources while always ensuring the College delivers on its core purpose.
- Our delivery of core business imperatives is backed by a strong policy framework.

#### Key initiatives

- Build a strong risk management culture at governance and operational levels.
- Ensure sufficient and secure financial resources for high-quality activities.
- Maintain a focus on future planning, continuous improvement and responsible management of all areas of our operations.
- Optimise our conferencing income stream.

#### Strategic outputs

1. **Financial framework:** Strengthen financial policies and strategies.
2. **Risk management:** Prepare for and mitigate risks with a Risk Register.
3. **Investment:** Implement investment strategies for the College Foundation.
4. **Policies:** Strengthen our policy framework.
5. **Income:** Meet occupancy targets and optimise the conferencing income stream.





## Strategic Priority 7

### Relationships

#### Objective

To strengthen mutually beneficial connections with and among our supporters, stakeholders, alumni, friends, and organisations that work for social justice.

#### What success looks like

- Our College is highly regarded and valued by feeder schools, Monash University and the wider community as a values-based, inclusive community of scholars.
- Our alumni actively engage with the College and each other at planned events and through regular communication channels.
- Our links with Monash University are strong, mutually valuing each role in supporting residents' needs.
- We are aligned with the vision and mission of the Catholic Archdiocese of Melbourne and Monash University.
- Our donor base and philanthropic income expand to support the College and its future.
- Our College actively seeks and is sought for strategic partnerships to benefit Mannix and our residents.

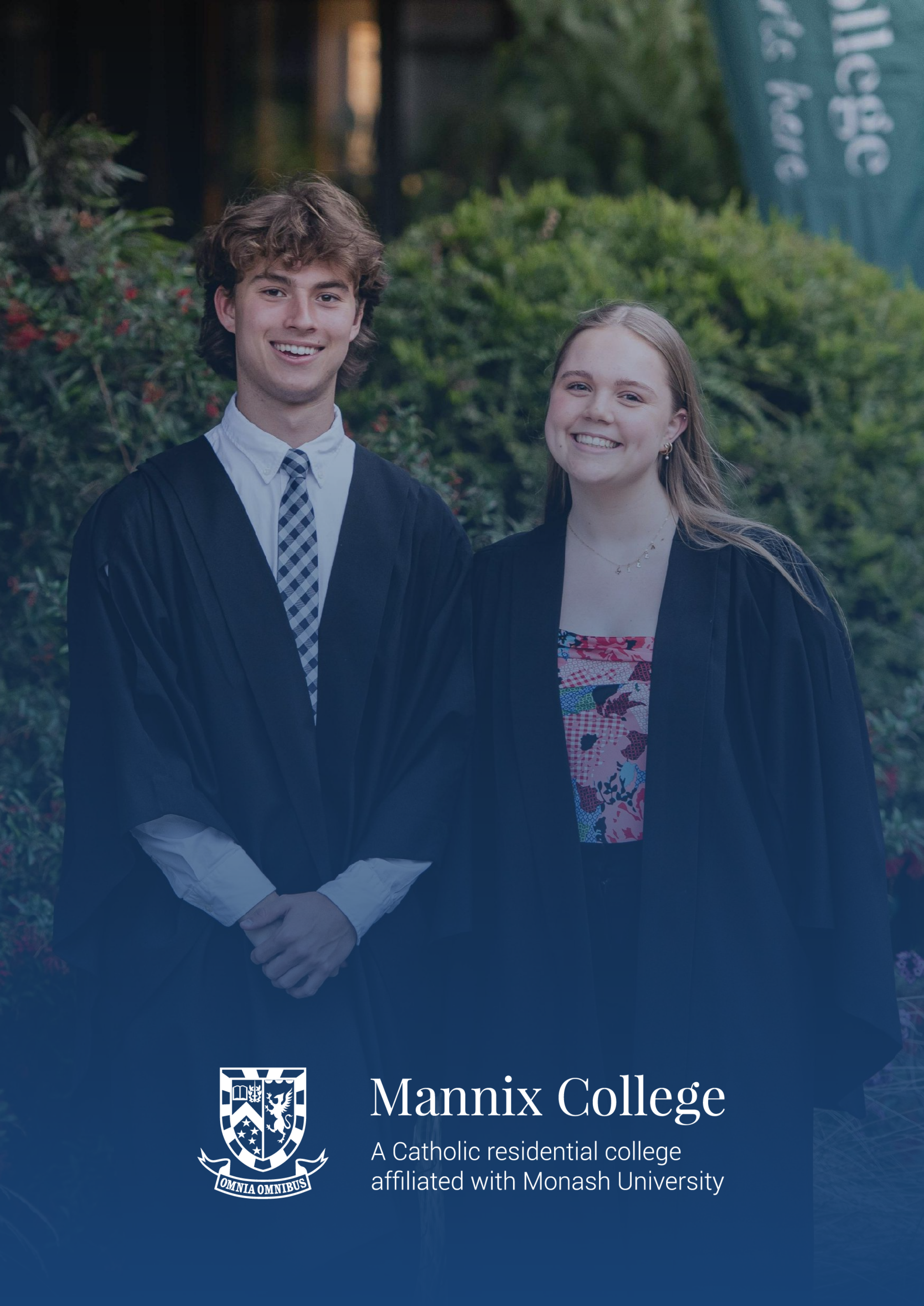
#### Key initiatives

- Regular publication of news and newsletter to engage our various stakeholders.
- Optimise digital media, marketing platforms (website, social media etc...) and style guide to ensure consistent and engaging branding across all channels.
- Celebrate the impact of donors and connect them with the impact of their gift.
- Celebrate the achievements of alumni and friends of the College.
- Increasing the College's links to Monash University.

#### Strategic outputs

1. **Affiliation agreement:** Renew our Affiliation Agreement with Monash University.
2. **Culture of giving:** Develop and implement an Advancement Plan with comprehensive communications, marketing, public relations, alumni engagement and philanthropic goals to support the College and its ambition
3. **Stakeholder and alumni engagement:** Develop and implement a Stakeholder Engagement Plan.
4. **Reputation and brand:** Continue strengthening the reputation and brand through targeted communications and marketing activities guided by a Communications Plan.





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