



## **Student & Community Services Division Operational Plan 2006-2008**

Statement of Purpose: to support the University's goals by leadership, management and innovation in the provision of quality student and community services

**KEY AREA 1 – Strengthening Community**

**KEY AREA 2 - Facilitating an Information Culture**

**KEY AREA 3 – Enhancing a Service Culture**

**KEY AREA 4 – Optimising People Potential**

## **Related documents**

- Monash Directions 2025
- Monash Research and Research Training Plan (2006-2010)
- Excellence and Diversity: Strategic Framework 2004 - 2008
- Education Plan
- International Plan 2007-2010
- Annual Priorities 2007
- Annual Plan 2006
- The Monash Student Experience Framework: Discussion Paper

**Key Priorities for the Division:**

Key Priority	Action
1. Voluntary Student Unionism	Support the transition to post VSU funding arrangements for service provision.
2. Improving the Monash Student Experience	Establish Campus Student Experience Networks at all Monash Campuses.
3. Shared Services	<p>Explore shared service opportunities at Monash for cost savings, data and service quality improvements</p> <p>Collaborate with the University of Melbourne in pursuit of the above.</p>
4. Ensure appropriate International Student Support across the University	Establish the International Links Project as a broad based governance structure for International Student Support.
5. Secure a five year examinations venue contract post 2007	A proposal for an extension to the current arrangements at the Caulfield Racecourse will be presented to VCG shortly.
6. Ensure post Callista contract business continuity for a student system	Actively scope student system alternatives for the period beyond the current Callista contract.

<b>KEY AREA 1 – Strengthening Community</b>					
<b>Objective 1: Attracting the most talented students irrespective of means and circumstances</b>					
Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Access Monash	Education Plan objective 2 2006 Monash priority: Attracting the most talented students irrespective of means and circumstances	Review the pilot Schools Access Monash program	Successful implementation of the pilot program in 2005-2006	Dec 2006	Student Administration (SA)
			Evaluate the Schools Access Monash program	Dec 2006	
			Access Monash program overall has been reviewed, plans developed for 2007	Dec 2006	
			Increase numbers of the top 5% from disadvantaged background	Feb 2007	
			Facilitate deployment of other aptitude tests to attract high potential students	Dec 2006	
		Establish a grants scheme for students that complements the Loan Scheme	Grants Scheme for students established	Dec 2006	
		Establish scheme to support refugees	Scholarships for Refugees established	Dec 2006	
		Develop strategies for employment opportunities on campus for students in financial	A university-wide approach is identified for student employment	Dec 2006	

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		need			
		Implement review of scholarship structure and governance	All scholarships other than Research are administered by Student Administration and governed by Admissions Committee	Dec 2006	
		Review all coursework scholarships in terms of criteria, timeframe, business & system processes	Business practice reviewed and documented	Dec 2006	
		Determine appropriate scholarship strategies	Paper presented to Admissions Committee	Dec 2006	
<b>Objective 2: Promoting equity initiatives throughout the University</b>					
Equal Opportunity for Women in the Workplace	Monash 2025 University KPI – Women in Senior positions EO for Women in the Workplace Act Cwth	Facilitate the implementation of the Inclusive Practices: Equal Opportunity for Women in the Workplace (EOWW) Plan	Stakeholder reports provided to Inclusive Practices Workplace Equity Committee (IPWEC)	From 03/06 meeting	Co-ordinator Women in Leadership and Advancement Scheme (WLAS)
Equal Opportunity for Women in the Workplace	Monash 2025 University KPIs EO for Women in the Workplace Act Cwth	Facilitate a Senior Women’s Shadowing Program	Progress report provided to IPWEC	03/06 Meeting	Co-ordinator (WLAS)
			Evaluation of the program	December 2006	
<b>Objective 3: Improving the Monash student experience</b>					
Voluntary Student Unionism	Response to changed circumstances	Liaise with Student Associations and Campus Life re service provision post VSU	Consultation process for implementation by January 07 complete	Ongoing	SCSD, Student Associations (SA), Campus

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		Survey students re: prioritising post VSU service provision	Survey complete	May 2006	Life (CL), VP Admin
		Work with other stakeholders to optimise return from the VSU transition fund	Monash proposal submitted	December 2006	
		Design and implement a Monash Advantage Card and/or other mechanisms to encourage student contribution to post VSU service provision	Mechanism in place for the 2007 year	January 2007	
International Links Project	Monash Directions 2025 Excellence and Diversity International Plan 2007-2010 objective 4 Monash mobility program Education Plan objective 7 Monash priority 2006: Student Experience Student Experience Framework: Discussion Paper	Establish an international links project and working group as a broad based governance structure for International Student Support	International links project and working group established	Dec 2007	SCSD Monash Residential Services (MRS), Campus Directors, Student Experience Project (SEP)

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
International Links Project Contd.	Monash Directions 2025 Excellence and Diversity International Plan 2007-2010 objective 4 Monash mobility program Education Plan objective 7 Monash priority 2006: Student Experience Student Experience Framework: Discussion Paper	Establish CSEN in Monash South Africa	CSEN Established	July 2007	SCSD
		Increase awareness of the International Student Support Unit	Increased student awareness and access to ISSU	Dec 2006	International Student Support Unit (ISSU)
			Obtain staff and student feedback using focus groups with key stakeholders		
		Audit the coverage of International Student Services across all campuses	Audit completed	July 2006	ISSU
			Collaborative programs mounted to address service gaps		
		Implement 'program length' Overseas Student Health Cover	All International students accepting a Monash place pay program length cover ( <i>pending university approval of recommendation</i> ).	Jan 2007	Client Services (CS)/ Community Services (UCS)
			Tender process for preferred provider/s to commence in 2006.		
		Comprehensive orientation & transition programs across all campuses.	Support programs & services are adjusted to meet the additional requirements outlined in the ESOS Act and Code of Practice Framework.	March 2007	CS
Late arrivals orientation program.	Level of satisfaction and participation by students is surveyed with good results.				

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
			New program initiatives are trialled in 2006		
		Staff Network meetings (for international matters) established across all campuses	Network meetings operating and reports fed through to Campus Student Experience Networks	Jan 2007	ISSU
		Improved attendance at pre-departure briefings, delivery of pre-departure information on-line and by other means.	Minimum standards are established which include accommodation needs and ESOS requirements for support services.	Jan 2007	ISSU/ MRS
	Attendance and access to pre-departure information is increased.				
	Induction DVD is issued to all students in pre-departure information packs upon course acceptance and is streamed online.				
International Links Project contd.	Monash Directions 2025 Excellence and Diversity Monash mobility program Education Plan objective 7 Monash priority 2006: Student Experience Student	Develop a pool of language experts within the University	Register established and distributed to key areas.	Jan 2007	ISSU/ UCS
		Strengthening language skills and support.	Collaborative programs developed to support students at risk (due to language difficulty). Admissions committee address current issues		
		Cultural Competency professional development course for general and academic staff and students.	Pilot courses and evaluation completed.	Pilot – Dec 2006	ISSU/UCS/ Student Associations

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
	Experience Framework: Discussion Paper		Strategy developed for university rollout of training.		
		Development of videos to support awareness and education of Cultural Competency	Resources developed	Formal courses July 2007	
		Strengthening cultural awareness and inter-cultural participation.	Multicultural Festival is inclusive of all cultures.	September 2006	
International Links Project contd.	Monash Directions 2025 Excellence and Diversity Monash mobility program Education Plan objective 7 Monash priority 2006: Student	Establish a community network for international students Link students into community supports Friendship Program and International Friendship night	Project to be trialled at Clayton & Caulfield; report to Education Pool (September 2006) Program funded and rolled out to students. Evaluation received from students.	Jan/ July 2007	UCS
	Experience Student Experience Framework: Discussion Paper	Strengthen transition through building campus community for international students. Academic enhancement & cultural competency for international and local students	Project to be trialled at Clayton; report to Education Pool (September 2006)	Trial period 2 <sup>nd</sup> Semester 2006 - December 2007	

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		Implement 'Outreach' component to international support services	Outreach activity is rolled out to all campuses and supported by staff within ISSU and community Services.	Jan 2007 Dec 2008	UCS/ISSU
		Strengthen ties with communities outside of Monash	Students are engaged in local community services.		
		Conduct research on Chinese students	The 2 research projects looking at transition and support needs for Chinese students are completed and report findings shared with the division and wider community.		
		Bank of policies and procedures pertaining to pastoral care of students.	Policies and procedures central to pastoral care are developed and centrally located for students and staff access. Stakeholder feedback is sought during and after development.	Dec 2007	UCS
Inclusive Culture@ Monash	Monash 2025	Finalise the Strengthening Diversity@Monash Policy and Procedures	Final Draft provided to VCG for consideration	Dec 2006	Work Life Consultant
Student wellbeing	Monash priority 2006: Monash Student Experience	Development of childcare centre at Clayton	Discussions between 2 Clayton based centres for merge have taken place	June 2006	UCS
			Capital plan has been approved	2008-2009	
Student wellbeing	Monash priority 2006: Monash Student Experience	Assess management of childcare services	Review in progress	June 2006	UCS

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
	Excellence in Management				
Student Retention	Monash priority 2006: Student Experience	Implement a program to engage students at risk during Orientation in an effort to ensure retention and success at university	Program implemented	Pilot at Peninsula Campus by March 07	Orientation Unit (OU), CS UCS, SEP
		Implement administrative processes to monitor student reasons for exiting	Data capture fields created in WES/Callista		
		Establish protocols to ensure students are made aware of appropriate preliminary steps to exiting the university safely	Checklist created and implemented		
Campus Student Experience Networks	Education Plan Obj 7	Establish networks at all campuses to address Events management, service quality & student wellbeing	Networks established	Dec 2006	SCSD
			Review timetable co-ordination across campuses		
			Collaborative programs mounted to address service gaps		
Campus Student Experience Networks	Education Plan Obj 7	Appointment of a Project Manager, CSEN - South Africa	Establish the CSEN at South Africa chaired by the Project Manager to consider and foster improvement and innovation in student services at the campus	Progressive to August 2007	Business Improvements Projects Team (BIP)
			Lead the student services team through a period of major change		

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
			<p>Establish clear roles and responsibilities within the team and fast track skill development across student administration and systems</p> <p>Develop and implement a Support Plan to provide for visiting specialist staff for short periods to provide expertise and training</p> <p>Oversee the documentation of key student administration procedures and policies and systems such as Syllabus Plus and Allocate Plus; and</p> <p>Ensure delivery of the project objectives in such a way that the structures, processes and systems empower Monash South Africa staff to continue service improvements and innovation, and engagement with Monash Australia</p>		
Review and improve student Orientation across Monash University	Monash priority 2006: Student Experience	An improved understanding of the role, purpose and conduct of Orientation across the University	Education campaign targeting faculty staff, student associations, support services staff, campuses, careers teachers, prospective students & parents	Jan-Mar 2007	OU, CS, SEP
			Development of alcohol and drugs policy & procedures		

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
			Compliance with alcohol and drugs policy & procedures at Orientation events		
		More active engagement of academic staff in Orientation	Increased academic emphasis in Orientation activities	Jul2006-Mar 2007	
			Increased involvement of academic staff		
		More active engagement of commencing students in Orientation	Development of appropriate metrics to measure attendees satisfaction with Orientation activities	Jun 2006-Mar 2007	
			Increase in attendance at Orientation activities by target groups of commencing students		
		More active engagement of later year students in Orientation, as mentors and volunteers in Orientation activities	Development of student volunteer training materials and system of rewards	Mar-July 2007	
			Implementation of training at all campuses		
		Local community involvement in Orientation on some campuses	Increased understanding of importance of attendance at Orientation among careers teachers through outreach via attendance at careers group meetings, Monash Careers Teachers Seminar etc.	Mar-July 2007	

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Objective 4: Explore strategies and mechanisms for increased engagement with local community					
Establish community partnerships in supporting student life	Monash 2025; Monash Priority 2006: Student Experience	Audit current student engagement with local community programs.	Audit complete	December 2006	UCS in collaboration with Campus Director; DVC international; VP Advancement Orientation/Transition management committee
		Forum to acknowledge and strengthen local community agency support of Monash students eg. English language, social support, family.	Forum held	1 <sup>st</sup> semester 2007	
		Invite representatives of the above to a community engagement forum with the view to: develop collaborative working groups - partnership grants at local government level e.g. harmony day	Collaborative partnerships in place	1 <sup>st</sup> semester 2007	
		Assess and scope possibilities for joint projects with collaborative partnerships	Projects identified	1 <sup>st</sup> semester 2007	

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		School Links - explore opportunities to work with PSO in strengthening the relationship with prospective students eg: through use of career interest psychometric tool and feedback workshops	Concept paper	December 2006	UCS/PSO
Volunteering at Monash	Monash 2025; Monash Priority 2006: Student Experience	Clarify volunteer policy with SDVC Office	Volunteer Policy clarified	June 2007	SDVC SCS/UCS
		Trial volunteering in the International Student Friendship Program	Trial undertaken		
		Develop discussion paper regarding future directions and required steps	Paper complete		
Green Campus Program – student environmental engagement	Environmental plan 2006	Appoint green campus program coordinator	Appointment made	Jul 2006	Occupational Health Safety and Environment (OHSE)
		Develop a student engagement program in consultation with relevant stakeholders	Program developed	Dec 2006	
		Create a network across the environmental groups at Monash	Network established	2006 - 2007	

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		to maximise organisational improvements			
<b>Objective 5: Assisting the University in compliance with Government legislation</b>					
OHS management system certification Monash priority 2006: Information	Annual Plan 2006 Support Services Component	Improve University's OHS system to fill identified management system gaps	OHS management system certified	Jan – Jun 2006	OHSE
		Prepare university for certification audit		Apr – Jul 2006	
		Engage external auditors		Jun 2006	
		Facilitate certification audit		July 2006	
Compliance	Monash Directions 2005: Excellence in Management	Devise and draft an EO self audit tool	Research, trial and evaluation facilitated	Sept 2006	Co-ordinator EO
<b>KEY AREA 2 – Facilitating an Information Culture</b>					
<b>Objective 1: Improving policies and standards</b>					
Information Mgt Strategy	Monash priority 2006: IM	Divisional IM Strategy	Strategy document completed	Dec 2006	Records and Archives Services (RAS)
<b>Objective 2: Deploying effective information management technologies</b>					
New Student system	Monash priority 2006: IM	Establish a buying group for a new student system – post Callista	A strategy for business continuity regarding a student system is developed	Dec 2007	Manager, Student Systems Div Dir, SCSD

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		Manager, Student Systems to contribute to the University of Melbourne's process for selection of a new student system			Dir App, ITS
ask.monash	Monash priority 2006: IM	Implement second interface to enable non-Monash access to the Service	Second interface implemented	Dec 2006	BIP
		Rollout to the Library	Rollout completed		
		Extend Service provision of selected Service Provider Units	Incident management functionality rolled out to faculties		
		Publish <i>ask.monash</i> strategy 2006-2009	Strategy published		
Records Management System implementation	Monash priority 2006: IM	Implement TRIM system	Phase 1 Implemented Phase 2 (electronic records) Planned	Dec 2006	RAS
Curriculum Data Management System	Monash priority 2006: IM	Analyse current course and unit data management needs and mechanisms and recommend solutions to address shortcomings	Needs analysis undertaken	Apr 2006	SA
			Prepare detailed documentation on needs and current mechanisms, with a recommended solution	May 2006	
			Plan for implementation of solution	Jul 2006	
Community Services data collection	Monash priority 2006: IM	Review and establish data collection protocols and mechanisms	New data collection mechanisms in place	June 2007	UCS

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
University Health Service Record Management	Monash priority 2006: IM	Integrated Medical Records & Client data for UHS across campuses	Provide Medical Records & IT system that enables integration	December 2006	UHS/UCS
Callista Business Improvements	Monash Priority 2006:IM	Continue HESA 2003 compliance requirements	All HESA related projects are complete	Dec 2006	SS, SA
Callista Business Improvements	Monash Priority 2006:IM	Centrelink CART Project	Project complete to improve Centrelink data management & debt recovery	June 2007	SS
Recordkeeping compliance advice	Monash priority 2006: IM	Develop recordkeeping guides and training material	Material prepared and made available	Dec 2006	(RAS)
Web redesign	Monash priority 2006: IM	Restructure web architecture and management protocols	Plan established	Dec 2006	ITS SCSD MRS Advancement Faculties
Act of client feedback data	Monash priority 2006: IM	Review existing feedback data from Community Services	Review complete	June 2006	UCS
Enhanced Admissions processes	Monash priority 2006: IM	Develop single university-wide downloadable direct admission application form	Projects complete	Dec 2006	SA
		Develop an online MUSAS application for Direct entry applicants			
		Amendments to the Direct Admissions form on Callista to			

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		permit recording, for all applicants, meeting of English language entry requirements. Refine and develop offer letter functionality for direct offers Adapt an Admissions scoring system for SEAS applications			
<b>KEY AREA 3 – Enhancing a Service Culture</b> <b>Objective 1: Developing a Service Centre network</b>					
Clayton Service Centre development	Monash priority 2006: Student Experience Monash Research & Research Training Plan Obj 2: Information Management Systems	Develop a service centre at Clayton in the Clayton Campus Centre	Service Centre construction commenced Works completed	October 2006 Jun 2007	CS F&S CL
Developing Shared Services initiatives	Monash Priority 2006: Student Experience	Engage <i>Mann Judd</i> to produce a report on shared service opportunities at Monash in liaison with VP (Administration), VP (Advancement,) VP (Finance), Exec Dir ITS	Consolidated report produced and shared service opportunities acted on	September 2006	Corporate Finance Division (CFD), Advancement, ITS, SCSD
		In light of Mann Judd report, develop a framework and process	Framework and process for implementation developed	December 2006	

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
		for implementation of shared service opportunities at Monash University			
		Collaborate with the University of Melbourne and produce a report on shared service opportunities	Report on shared service opportunities between Monash and Melbourne complete	October 2006	
Renegotiation of examinations venue arrangements	Monash Priority 2006: Student Experience	Renegotiate exams venue contract for the next five years (2007 – 2011 inclusive)	New contract in place	September 2006	SCSD
Caulfield Service Centre development – stage three	Monash Priority 2006: Student Experience	Relocation and development of International Student Support Unit facility integrated with existing Phases of CSC.	Completion of CSC development finalising “one-stop” initiative for students at the Caulfield Campus.	December 2006	F&S SCSD
Berwick Service Centre development	Monash Priority 2006: Student Experience	Relocation and development of International Student Support Unit facility integrated with existing Service Centre.	Project Complete	June 2006	F&S SCSD
Peninsula Service centre	Monash Priority 2006: Student Experience	Relocation of Service Centre to more visible and assessable location for student and staff, integration of Campus Reception with Student Services.	Relocation complete	December 2006	F&S SCSD
Gippsland Service centre	Monash Priority 2006: Student Experience	Relocation and development of International Student Support Unit facility integrated with existing Service Centre	Completed	May 2006	F&S SCSD

**KEY AREA 4 – Optimising People Potential**
**Objective 1: Organisational Health Project: optimising individual and team leadership performance & wellbeing**

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
<b>Organisational, team and individual development</b>					
Staff survey follow up	Monash Priority 2007: Staff Experience	Establish the Student and Community Services Staff Experience Project Review and improve the following practices across the Division in line with HR policy and the PMP Scheme: Recruitment and Advertising Selection Induction plan Probation Performance reviews Reward and recognition Development Promotion Exit Activities	Action plan implemented Recommendations accepted and implemented	Dec 2006	SCSD HR Division (HR)
Advancing Indigenous Employment	Strategy Framework - 2004-2008	Oversee the implementation of the Advancing Indigenous Employment Policy and Strategy Introduction of: Traineeships Student work opportunities 16 week induction program	Progress reports provided to Director EDC Progress reports provided to the Inclusive Practices: Workplace Equity Committee (IPWEC)	Monthly IPWEDC meeting 01/06	Advancing Indigenous Employment (AIE) Co-ordinator
Implementing Equity and Diversity plan	Monash Priorities: Student Experience 2006, Monash Priority 2007: Staff	Complete a Divisional E& D Plan	Plan completed Committee established Recommendations implemented	September 2006	Equity and Diversity Centre (EDC)

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
	Experience				
Organisational Health Strategy and Framework	Monash Directions 2025 Monash Priority 2007: Staff Experience	Develop an organisational health and wellbeing strategy and framework in consultation with relevant stakeholders	Framework developed	July 2006	UCS, OHSE & EDC .....
	Monash Priority 2006: Student Experience	Engage university senior management in the strategy	Consultation completed	Jun – Jul 2006	
		Establish and commence specific annual programs within the framework	Programs conducted	2006 - 2008	
Mental Health Strategy	Monash Directions 2025 Monash Priority 2007: Staff Experience	Develop a framework and plan for promotion, prevention and early intervention on mental health issues	Concept agreed and framework and plan developed	December 2006	UCS, OHSE & EDC
	Monash Priority 2006: Student Experience	Undertake community consultation to establish priority issues and needs	Consultation undertaken		
Mental Health First Aid Program	Monash Directions 2025 Monash Priority 2007: Staff Experience Monash Priority 2006: Student Experience	Trainers trained and program roll out planned	6% of Monash staff on Victorian campuses as recommended by the Select Senate Committee for National Mental Health Strategy	December 2007	UCS

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Psychiatric Services on Campus (Clayton)	Monash Directions 2025 Monash Priority 2007: Staff Experience Monash Priority 2006: Student Experience	Trial 0.5 community psychiatry service on Clayton Campus	Requires resource allocation with the aim of an agreement in place	February 2007	SCSD UCS
Personal Crisis Management Handbook	Monash Directions 2025 Monash Priority 2007: Staff Experience Monash Priority 2006: Student Experience	Pathways of responding to complex behaviour and/or mental health incidents	Production of handbook	June 2007	UCS
Student wellbeing	Monash priority 2006: Student Experience	Safe Exit Protocol - Guidelines for staff to assist them in dealing with students at risk of self harm exiting Monash under APC, visa, health grounds	Process of consultation to develop protocol with input from faculties and student services is in place	June 2007	UCS SCSD
Offer Pathology Service at Caulfield		Negotiate contract with provider for both Caulfield & Clayton	Project completed	May 2006	University Health Services/UCS
Avian Flu response	Monash Directions 2025: Excellence in	Develop a plan following procedures set out by WHO and governments	Plan is in place	Dec 2006	SCSD– CS/Occupationa l Health Safety

Strategies	Linkages	Actions	Measures/Targets/KPIs	Timeline	Responsibility
	Management				and Environment (OHSE)

Abbreviation	
BIP	Business Improvements Projects Team
CFD	Corporate Finance Division
CL	Campus Life
CS	Client Services
EDC	Equity and Diversity Centre
HR	HR Division
IM	Information Management
IPWEC	Inclusive Practices Workplace Equity Committee (IPWEC)
ISSU	International Student Support Unit
ITS	Information Technology Services
MRS	Monash Residential Services
OHSE	Occupational Health Safety and Environment
OU	Orientation Unit
RAS	Records and Archives Services
SA	Student Administration
SCSD	Student and Community Services Division
UCS	Community Services
SEP	Student Experience Project
UHS	University Health Services
WLAS	Co-ordinator Women in Leadership and Advancement Scheme