



St Mark's College: ACTION PLAN FOR CULTURAL RENEWAL

QUARTER ONE PROGRESS REPORT

10th SEPTEMBER – 21st DECEMBER 2018

TARGET AREA - EVENTS					
ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q2, Q3 OR Q4
Ensuring greater controls are in place for College events	Initially the Master, Dean, Student Leaders (incl College Club Committee, Head Residential Advisors (HRAs), RAs and A/Deans Consultation with SAPOL and LLC for larger events	Immediate	Achieved Ongoing for continuous improvement	By ensuring greater controls are in place for College events, the College has introduced a process whereby the Master signs off in approval of all activities listed in the calendar of events following agreement between the College Club Committee, Dean and Director of Learning y. Risk mitigation strategies implemented. Community to be at the heart of each event, underpinned by inclusion, equality, belonging	<i>Ongoing for continuous improvement</i> Full review of College (internal and external) event request procedure and policies.
Alcohol Harm Minimisation and responsible service of alcohol	Dean, Student Leaders (incl College Club Committee, Residential Advisors)	Immediate	Achieved for events held Ongoing for continuous improvement	More active promotion of non-alcoholic options, working with Red Frogs, Liquor Licencing Commission at recent event. Focus of event not on alcohol but on entertainment. Food served on a continuous basis.	<i>Ongoing</i> Training held in Leadership Week Nov. 2018, RSA online training to be completed during summer break, training in Pre-Welcome Week and Welcome Week. Ongoing education campaigns.
Identification and elimination of any event that harasses or humiliates any student	Senior Staff (Master, Dean, DoL) Student Leaders (incl College Club Committee, ADs HRAs, RAs)	Immediate	In progress	Action taken where any report of harassment is made. Extensive discussions during Leadership Week about events and positive and negative aspects of events and College culture. External consultations undertaken to review new Welcome Week Program	<i>Ongoing</i> Planning of 2019 event program, including Welcome Week, is ongoing. College Values incorporated into all events. Consultations with external advisors to be undertaken as needed.

Cultural Renewal Working Party to inform new Welcome Week	External Facilitator, Dean, DoL, Master, students	10/18	Achieved	Facilitated by external expert and information considered in planning for Welcome Week	Cultural Roundtable to be held again Q3
Planning for Welcome Week (WW) events	Senior Staff, Student Leaders (incl College Club Committee, Residential Advisors)	12/18	Draft Achieved with stage one of external review completed	WW to emphasis quality, inclusiveness and diversity across the activities. Expected behaviours communicated to students	Risk management, documentation to be presented Master and Q2

TARGET AREA - TRAINING

ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q2, Q3 OR Q4
An expanded and more extensive leadership training program will provide ongoing personal and professional development for student leaders	Dean, DoL, Master to also consult with students	Immediate and ongoing	Achieved and available here	Undertake gap analysis of training. Seek student feedback to ensure continuous improvement	Q3 evaluation Q4 evaluation
Strengthen existing training for all students on and staff on the College's Values, sexual assault and harassment, consent, bystander awareness, drug and alcohol harm minimisation, mental and sexual health by increasing its frequency throughout the year and introducing cultural sensitivity training	Dean to lead and supported by Master and DoL. Students to be involved in peer led training and communicate the importance of training to all students	02/19	Continuing with new training for 2018 and 2019 available here	Refer to the training schedule (attached). Investigation into MATE training Research into cultural sensitivity training and values training	Training in place by Q2 and continued in Q4
All staff to be provided with information about support services available for staff and students.	Master and Dean	Immediately	Commenced	Information re support services is printed and accessible for student-facing staff. Handbook to be reviewed for 2019.	Check updates
New training programs to be reviewed and amended according to feedback from staff and students.	Dean and DoL	05/19	Task to be undertaken in Q3		Evaluation of training to be undertaken by Dean and DoL in May 2019.
Development of software mobile phone application "app" to replace the student portal and to centrally contain College related information, e.g. Handbook, policies and online training module and online training modules.	Project Officer	06/19			

TARGET AREA – REPORT LODGMENT, RESOLUTION AND DISCIPLINE					
ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q2, Q3 OR Q4
Universities Australia Guidelines to be incorporated within the College's Sexual Assault and Sexual Harassment policies and fact sheets.	Director of Learning and Master	02/19	Completed	SASH policies reviewed and guidelines have been incorporated.	Ensure policy and practice are aligned
Seek expert advice on responding to serious allegations of misconduct	Any student facing staff who receives a disclosure.	Immediate	Continuing	Consultation with expert sought for issue reported	
Engage an independent investigator as required	Master, Chair and Board	02/19		Identification of appropriate individual/organisation to occur in collaboration with the Board	
Encourage a culture of reporting	Master, Dean, DoL and all students in Senior Leadership Roles	Ongoing	Ongoing	Proactive discussion around key issues with students. Awareness campaigns through posters placed around the College, announcements, facilitation by RAs Use of social media as appropriate, newsletters and education of all students. Active bystander intervention expected	Training and education program to be established for 2019
Encourage ethical bystander action	All staff and all students	Immediately	Ongoing	Education of all students ongoing. Introduce training by MATE	
Restructure of staff and leadership roles	Senior Staff and Board	Q2	Commenced	New Dean appointed, commencing January 2019. Other staffing and resources planned for January 2019..	

TARGET AREA - BOARD					
ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q2, Q3 OR Q4
Consider further awards to students who exemplify St Mark's Values.	Master, Dean and consultation with students	12/19	Achieved	Inaugural awards presented at presented at Final Dinner 2018. positively welcomed and received	Promote throughout the year to motivate students
The College's constitution and governance to be externally reviewed to ensure it reflects leading practice including providing the necessary skills, independence and different perspectives	Chair, Board and Council	12/19	In progress	Process has commenced St Mark's College Constitution – amendments passed in December 2018 for implementation in January 2019. New Board to be appointed 2019	Continuation of consultation process, board charter, skills matrix, constitutional amendments finalised.
A Code of Conduct for Old Collegians' Association implemented	Old Collegians Association' Committee and College	12/19			

Proactive marketing strategy to achieve a more diverse student body	Master/Director of Development and Marketing	12/19	In progress		Marketing calendar established, school visits to be more extensive in regional areas.
Incidents to be communicated to the Board as a standing agenda item.	Master	Immediately	Ongoing and achieved		

TARGET AREA – MANAGEMENT’S MEASURE OF RENEWAL

ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q2, Q3 OR Q4
Exit interviews and for students who are leaving College. An option of face to face interview offered. Feedback to be incorporated for future planning.	Master, Dean	11/18 for online survey 01/19 for interviews	Achieved	Online reapplication survey administered by Dean. Results report to be prepared by DoL Face to Face exit interviews with the Master have been offered to all students with 18 students taking the offer up and further two requested by the Master	Feedback to be incorporated for future planning.
Constructive engagement with key stakeholders to review and update the College Handbook and policies. All policies will be available on the website for information and transparency.	Master	02/19	Partially achieved and in progress	Consultation with UniSA re policies and procedures. Further consultation to be undertaken with students re behaviour management. Policies are on website in the Handbook and will be introduced separately	Ongoing consultation with students as part of policy update process and annual review of Handbook

TARGET AREA - COMMUNICATION

ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q2, Q3 OR Q4
Communicate the consequence of unacceptable behaviours such as expulsions and suspensions while providing a safe and supportive environment for those who report	Senior Staff (Master, Dean, DoL)	Immediate	Ongoing and achieved	This has already commenced, and in early days needs to be monitored and adjusted. Included in student training and contract 2019.	Monitor progress and ensure student consultation
St Mark’s College to promote the responsible consumption and service of alcohol.			Ongoing	Events that serve alcohol are wristbanded to ensure effective monitoring of alcohol consumption	Continue
Policies and processes available on website to ensure transparency.	Master	Immediate	Achieved	Handbook has been added onto the website	
St Mark’s College to develop communications and engagement plan for all students, staff, academics, old collegians and other stakeholders	Board and Master	06/19		Updates sent regularly to the St Mark’s College community (staff, students, alumni) via email. Public communications through website and social media.	Communications strategy to be developed. Progress updates to be disseminated for Q2, Q3 and Q4.