



CURTIN STUDENT GUILD

# 2026-2029 STRATEGIC PLAN

CURTIN  
STUDENT  
GUILD

August 2025



## President **STATEMENT**

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***"I'm proud to share the Curtin Student Guild's Strategic Plan for 2026 to 2029."***

This Plan sets out our direction for the years ahead a direction rooted in our values and our proud legacy of student-led action. For over 50 years, the Guild has stood with students: from supporting draft resisters during the Vietnam War to fighting for a fairer, more transparent university today. That legacy continues with this Plan.

This plan lays out a bold and practical roadmap to strengthen the Guild as a driven, forward-thinking student union that keeps delivering for students. Our six Strategic Pillars, including Student Voice, Financial Sustainability, Good Governance and Future Readiness, will guide how we make decisions, where we invest, and how we advocate. More than that, they reaffirm what we're here for: to serve and represent Curtin students.

Over the next three years, the Guild will continue to grow as a student-led, professionally run organisation. We'll keep running the services and campaigns students rely on, and we'll do it with transparency, accountability and a genuine commitment to collaboration, without losing sight of who we work for.

The Guild is the only body on campus that is entirely run by and for students and we will always have the back of students and fight for a better future.

**Dylan Storer**  
**President**  
Curtin Student Guild



## OVERVIEW

This 2026–2029 Strategic Plan outlines the Curtin Student Guild’s (Guild) vision and priorities for 2026–2029.

The strategy reaffirms the Guild’s purpose as an advocate and essential support structure for Curtin University (university) students. It also updates key strategic pillars to ensure alignment with student expectations around equity, affordability, inclusion, representation, transparency, and sustainability.

Key outcomes of this strategy include an updated Mission and Vision, enhanced Values, and clearly defined strategic pillars and objectives that will guide Guild operations, partnerships, services, and governance.

The Guild is committed to applying this Strategic Plan as a guiding framework for its activities, services, and decision-making. It will strive to deliver outcomes aligned with the Plan’s objectives in a manner that is student-focused and consistent with the Guild’s purpose and values, to the extent that it is reasonable, responsible, and practicable to do so.



## MISSION

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To enrich the student experience through a strong student voice and inclusive services, whilst fostering a vibrant and fun community.

## VISION

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To be the leading and most trusted, independent, student-run organisation in Australia, that is highly valued by our students, the broader sector and community.

## VALUES

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- **Autonomy** – Student control of student affairs for the benefit of our members.
- **Equity** – We champion fairness, cultural safety, inclusion and accessibility for all students.
- **Accountability** – We are transparent, ethical, and responsible to our members and community.
- **Community** – We build a sense of empowered belonging through partnerships, clubs, and shared experiences.
- **Sustainability** – Working responsibly for the well-being of students and the planet, now and into the future.





## PILLAR "A" - MEMBERS: STUDENT VOICE, SERVICES, AND ENGAGEMENT

### OBJECTIVES:

- Champion diverse student representation at each Curtin campus and online, through student-led campaigns, collective advocacy, and grassroots organising.
- Deliver welfare, advocacy, support services that directly respond to lived students' needs and uphold Self Determination for all students.
- Empower student-run clubs and societies to be successful by providing resources, training, and assistance in governance and event management.
- Foster an inclusive and engaging campus culture through events and equity-focused programs.



## PILLAR “B” - FINANCIAL: SUSTAINABILITY AND GROWTH

### OBJECTIVES:

- Maintain affordability across Guild-run services, events, and outlets, whilst ensuring cost effectiveness and sustainable margins.
- Strengthen Guild revenue sustainability by improving commercial performance through strategic pricing, operational efficiency, and business development.
- Embed sound financial management practices, including budgeting, forecasting, and performance monitoring, to ensure disciplined, responsive use of resources.
- Responsible management of Guild resources to deliver measurable student impacts that align with strategic goals.
- All financial decision-making is strategic, ethical, and evidence-based.
- Commercial operations are responsibly managed and financially viable for the long term.

## PILLAR “C” - PEOPLE AND CULTURE: OUR WORKFORCE AND VOLUNTEERS

### OBJECTIVES:

- Promote a values-based culture aligned with equity, collaboration, and professional integrity.
- Support leadership and governance capacity of elected officers and staff.
- Reflect the diversity of the student population in Guild leadership and service delivery.
- Providing pathways and training opportunities for leadership, transferable skills, and work-readiness through Guild roles and volunteering.
- Ensure staff and volunteers are supported and maintain a high standard of performance, working diligently, effectively, and in alignment with the Guild’s Policy, Values, and its purpose to serve members.





## PILLAR “D” - UNIVERSITY: PARTNERSHIP AND STUDENT VOICE

### OBJECTIVES:

- Represent students in all key academic and university governance forums.
- Influence university policy to uphold student rights, inclusion, and academic quality.
- Ensure constructive engagement with university leadership without compromising our independence and responsibility to members.
- Advocate to government for student-centred policies, funding, and legislation that advance equity, wellbeing, and access to quality education, while maintaining the Guild's independence and representative voice.
- Advocate proactively for improvements to student-facing infrastructure, teaching, and services.
- Represent the students' voice to the university for the enhancement of quality learning and teaching, the student experience, and outcomes for students.
- Challenge the university to deliver excellence in education, sustainability, inclusion and wellbeing outcomes through their planning, operations and policies.

## PILLAR “E” - GOOD GOVERNANCE: TRANSPARENT, STRATEGIC AND RESPONSIVE

### OBJECTIVES:

- Operate under an evolving rolling three-year strategy that guides our decision-making.
- Consider student feedback, risk, data, and impact when making decisions.
- Uphold high standards of governance and compliance requirements.
- Engage members through open communications, transparent reporting, and accountable leadership.
- Define and report on success measures aligned to each strategic pillar to track student impact and accountability.

## PILLAR “F” – INNOVATION: FUTURE READINESS

### OBJECTIVES:

- Modernise Guild services, communication, and engagement through diverse delivery models and automation where appropriate.
- Establish measurable goals for climate action, waste reduction, and ethical procurement, and advocate for university-wide environmental responsibility.
- Encourage creative problem-solving, trial new initiatives, and support student-led projects that respond to emerging needs.
- Consider an alumni and leadership legacy network to foster mentoring, support continuity, and retain institutional knowledge.

## STRATEGIC PERFORMANCE MEASURES FRAMEWORK

### PILLAR A – Members: Student Voice, Services, and Engagement

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Champion diverse student representation on Council	% of key demographic categories (e.g. gender, cultural background, international status, and study mode) represented on the Guild Council that align within $\pm 10\%$ of the overall student population.	Encouraging a diverse range of students to participate on the Council through marketing and communications	At least two targeted communication campaigns each year, specifically targeting the encouragement of a diverse demographic of students to participate on the Council
Deliver responsive support services	Student satisfaction with support services	Annual survey of students supported	$\geq 80\%$ satisfaction in annual survey
Empower clubs and societies by providing resources	Number of active clubs; Satisfaction with support/ resources	Club registration system data; annual club survey	$\geq 90$ active clubs; $\geq 80\%$ satisfaction score
Foster inclusive campus culture	Delivery and volume of events; Attendance at events	No of events each year i.e event calendar data; Event attendance data	$\geq 6$ events per year, including 3 major events $\geq 10\%$ of the student population attending at least 1 event per semester
Adopt a Curtin Student Guild Food Charter that promotes healthy, sustainable, culturally inclusive, and affordable food and drink options across all Guild-operated venues.	Development, endorsement, and staged implementation of a Curtin Student Guild Food Charter aligned with student wellbeing, sustainability, and equity principles.	Completion of a co-design process with relevant stakeholders and formal endorsement of the Charter by Guild Council	Guild Council endorsement by 2027

### PILLAR B – Financial: Sustainability and Growth

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Strengthen commercial sustainability	EBIDA margins; GP margin	Financial reporting and trend analysis	EBIDA $\geq [10\%]$ GP percentage $\geq 60\%$ to $65\%$
Maintain financial discipline	On-time budget completion; Accurate financial reporting; Regular and timely financial reporting to Council	Budget sign off on time by Council; Clear audit reports; Finance and Audit Committee minutes	Budget and financial reporting deadlines met; Clean audit sign-off from auditors.
Responsible management of Guild resources	Sound resource management Policy's and Procedures	Policy and Procedure reviewed in line with agreed frequency	100% compliance as evidenced by Policy register.

### PILLAR C – People and Culture: Workforce and Volunteers

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Staff and Representative development	Training and professional development budget allocation per staff; representative member	Budget; performance reviews	Training allocation per head as per policy in each annual budget
Provide support to volunteers	Volunteer engagement and retention	Volunteer records; engagement reports	$\geq 80\%$ volunteers per year (define based on baseline data)
Establish and maintain a formal volunteer program	Number of volunteers registered and trained through formal network	Volunteer registration system; training participation logs	$\geq 50$ volunteers registered annually; $\geq 100\%$ complete induction within 3 months
Maintain high staff performance	Satisfactory manager reviews of staff	Annual staff performance reviews	$\geq 90\%$ achieving "high" standard
Promote diversity in workforce and volunteer engagement (optional addition)	Percentage of volunteers from equity target groups	Volunteer demographics analysis	$\geq 30\%$ of volunteers identify with target equity groups
Provide leadership and transferable skill development opportunities	Number of volunteers completing leadership or skills-based training modules	Training participation logs	$\geq 70\%$ of active volunteers complete at least one module annually



## PILLAR D – University: Partnership and Student Voice

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Represent students in university forums	% attendance at scheduled university forums	Reports back to Council	≥ 75% attendance by President or nominee
Influence university policy	Number of policy submissions or feedback responses provided	Policy submissions to University approved by Council	≥ 2 per year
Represent student voice to improve learning, experience, and outcomes	Student satisfaction with their voice being heard	Annual survey of Guild-engaged students	≥ 70% agreement that “my voice is represented”
Hold the University accountable for excellence in key areas	Number of Guild submissions or feedback on university plans or strategies	Submission approved by Council	≥ 2 per year

## PILLAR E – Good Governance: Transparent, Strategic and Responsive

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Strategic Plan in place and reviewed regularly	Regular Strategy updates completed on schedule	Annual strategy review cycle	Annual review completed
Engage through open reporting	Frequency of updates; AGM/ forum attendance	Website/communications metrics; AGM reports	4 public updates/year; AGM/forum attendance ≥50
Report on pillar-aligned success	Annual performance report publication	Annual reporting documentation	Annual report published by Q1 each year
Uphold good Governance standards	Development and maintenance good Governance Programme annual calendar	Annual calendar; Corporate register; Risk register	100% compliance with measurements

## PILLAR F – Innovation: Future Readiness

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Contemporary services and delivery	Number of innovative projects annually	Report to Council monthly	1-2 innovative projects in progress each year
Set environmental goals	Active sustainability projects in motion;	Council reports indicating updates on sustainability projects	≥2 sustainability goals each year
Support student-led innovation	Projects funded/trialled	Number of innovation projects funded	≥1 student-led initiatives funded or trialled/year

**Note: All strategic objectives and initiatives outlined in this Plan are subject to the principles of good governance, compliance with applicable regulatory obligations, and the Guild's reasonable financial capacity. Implementation will be prioritised based on available resources, organisational risk assessments, and alignment with member needs and expectations.**

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