

Student Wellbeing Strategic Plan 2025-2030

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1 Acknowledgement of Country

We acknowledge the Whadjuk and Binjareb peoples of the Noongar nations as the traditional custodians of the land and waters upon which Murdoch University is situated.

We acknowledge that their wisdom guides us on a healing pathway; that Noongar Boodjar continues to be a significant place for learning and recognising strength in diversity.

We pay our respects to Noongar Elders past and present, and celebrate their spiritual, emotional, and physical connections to their ancestral lands.

2 Position Statement

This Student Wellbeing Strategic Plan supports Murdoch University's 2030 guiding strategy, Ngala Kwop Bididi, in our vision of being the university of choice for people who care, together thriving as a welcoming, diverse, and inclusive community in which everyone can realise their potential.

Ngala Kwop Bididi, outlines six strategic objectives:

- Be a leading university in education, teaching and translational research in **sustainability**.
- Build a welcoming, **diverse** and **inclusive** community.
- Become the university of choice for **First Nations** peoples.
- Deliver contemporary, accessible and inclusive **education**.
- Increase our impactful and progressive **research**.
- Build our **engagement** with our local, community, our State, our Nation and our global society.

These strategic objectives are supported by three fundamental enablers:

1. Empower and develop our people.
2. Improve our systems and processes.
3. Develop and enhance our facilities.

The Chief Experience Officer [CXO] Office was established primarily to improve our systems and processes so that we can deliver empathetic and connected services to our students and our people (enabler #2). In practice, the diverse work of our teams contributes to all six strategic objectives and all three enablers.

There are eight CXO teams, each with a significant role in enabling our 2030 strategy:

- | | |
|--------------------------|---|
| • Strategy & Insights | • Student Wellbeing |
| • Transformation | • Campus Operations |
| • Student Experience | • College Operations & Technical Services |
| • Student Administration | • Digital & Technology |

Together, these teams drive three key themes of work:

1. **Enabling Student Success:** Ensuring our students graduate with (a) skills and experience to make a positive social impact; and (b) with a 'full tank' (i.e., students graduate with passion, enthusiasm, energy, and pride).
2. **Enabling Staff Success:** Removing barriers so that our people can focus on what matters most.
3. **Digital Transformation:** Uplifting our digital capabilities, innovation and technology landscape to increase adaptability and advance the university.

Student wellbeing is not a standalone initiative nor is it confined to the work of the CXO Office. It is a whole of university responsibility that is to be embedded in our systems, culture, and daily practices. Aligned with our strategic direction, student wellbeing is intrinsically linked to student success, and should be championed by all staff, across all functions, to create a connected environment where every student can reach their full potential.

We recognise that to best support our students, our staff must themselves be supported in their own wellbeing. A safe, inclusive, and purpose-driven workplace empowers our people to deliver exceptional services, have a meaningful impact, and create environments where our community as a whole can flourish. The MU Wellbeing Framework sets the direction for workplace health and wellbeing through a three-pillar framework: Prevent Harm, Promote Flourishing, and Respond to Ill-Health. The Student Wellbeing Strategic Plan 2025–2030 aligns closely with this framework, reinforcing a whole of university approach to wellbeing that supports both students and staff to thrive together in a connected and caring community.

3 External Drivers

In addition to supporting the objectives of Ngala Kwop Bididi, the Student Wellbeing Strategic Plan 2025-2030 is shaped by external drivers that reinforce our responsibility to provide a safe, inclusive, and supportive environment for our students.

These include:

- **TEQSA Higher Education Standards Framework**
Domain 2 requires universities to provide a safe, inclusive, and supportive learning environment that promotes student wellbeing through appropriate facilities, equitable access, and effective support and grievance mechanisms (Tertiary Education Quality and Standards Agency [TEQSA], 2022).
- **Universities Accord**
The Accord highlights a student-centred approach with wellbeing, safety, and equity central in its recommendations. As a result of the Accord, the National Higher Education Code to Prevent and Respond to Gender Based Violence has been introduced, setting expectations for evidence-based prevention, trauma-informed response, and institutional accountability (Department of Education, 2023).
- **FISU Healthy Campus Accreditation**
Provides an international framework and standards to promote wellbeing for students and the wider University community (International University Sports Federation, n.d.).

4 Establishing this Strategic Plan

Student wellbeing plays a critical role in shaping the university experience. It is intrinsically linked to student success, together influencing student engagement, retention, progression, and overall satisfaction, while simultaneously equipping students with lifelong skills to sustain wellbeing and success beyond university. Research highlights that a strong sense of belonging with peers, course, and the wider university is one of the most significant indicators of wellbeing, alongside factors such as assessment pressure, academic workload, and the perceived supportiveness of university staff (Baik et al., 2016). Additional challenges such as financial stress, lack of sleep and nutrition, and the pressure to perform can also negatively impact mental wellbeing (Orygen, 2020). There are also recognised groups of students who may be further at risk including those who are from lower socio-economic backgrounds, international students, students from regional or remote areas, First Nations students, students who identify as gender diverse, students who have additional learning needs including those who have a disability or medical condition, and women studying in 'non-traditional' areas (National Centre for Student Equity in Higher Education & ORIMA Research, 2023).

Recognising the complexity and individuality of each student's experience, the Student Wellbeing Strategic Plan has been informed by evidence based best practice and student consultation ([Appendix 1 – Summary of Student Consultation](#)). The annual QILT Student Experience Survey [SES] further reinforces this by capturing indicators of wellbeing through domains including sense of belonging, peer engagement, responses to student support services, and ability to cope with stress. Together, these insights have shaped a plan that embeds a whole of university approach to achieving timely, inclusive, and responsive support of student wellbeing across the student journey.

5 Strategic Mission and Vision

Mission

Murdoch is recognised as the university that cares, where wellbeing is a central component of student success.

Vision

Our vision is to embed a holistic approach to wellbeing that goes beyond the absence of ill-health and instead recognises the complex interplay between physical, mental, emotional, spiritual, social and welfare factors. This means that students can still experience a sense of wellbeing and success, provided they are connected to a supportive community and have timely access to the right information and supports when needed.

A truly supportive community is not created by one team alone, it is the result of a shared approach where all members - academic staff, professional staff, leadership, and students - hold responsibility for fostering wellbeing. This collective commitment transforms student wellbeing from a service into a culture and student success from an outcome to a shared experience.

6 Guiding Principles

The priorities, goals, and actions of this strategic plan are supported by a set of guiding principles that reflect Murdoch University's values and commitment to student wellbeing. Adapted from Orygen University Mental Health Framework (2020), these principles have been shaped through consultation with students and staff to reflect the Murdoch context and align with the MU Wellbeing Framework.

- **Student Centred**
Wellbeing initiatives are informed by students' lived experiences and designed to enhance wellbeing at every stage of the university journey.
- **Holistic Wellbeing**
All initiatives and practices recognise the interplay between physical, mental, emotional, spiritual, social, and welfare factors that contribute to a student's overall wellbeing.
- **Community Responsibility**
Wellbeing is a shared responsibility where all members are skilled and supported to enhance student wellbeing.
- **Connected Environment**
Our shared responsibility creates a connected community in which students and staff work together to strengthen connection and foster a sense of belonging.
- **Inclusive and Accessible**
Wellbeing actions, initiatives, and formal support services are inclusive, accessible, culturally safe, and responsive to diverse student needs.
- **Evidence-Informed and Adaptive**
Wellbeing practices are regularly reviewed, evaluated and refined to ensure they remain effective, relevant, and aligned with best practice.

7 Strategic Outcomes

The Student Wellbeing Strategic Plan 2025-2030 defines three strategic outcomes that reflect the long-term impact we aim to achieve by embedding a whole of university approach to student wellbeing.

1. **Our student wellbeing support and services exemplify inclusive, accessible best practice in higher education.**
2. **Our students experience a strong sense of wellbeing and belonging, resulting in increased retention, engagement, and progression**
3. **Our students shape their experience through structured voice, choice, and co-design**

8 Strategic Priorities

The priorities of this plan are aligned to the drivers and outputs of the CXO Office - *Enabling Student Success, Enabling Staff Success, and Digital Transformation* – as outlined in Section 2. They are directly linked to the strategic outcomes outlined above in Section 7 and collectively guide the following strategic actions in Section 9.

Strategic Priorities - Student Wellbeing Strategic Plan 2025-2030

Sustain and Strengthen Student Wellbeing Practices	Maintain the viability and quality of existing services and programs to ensure continuity of support (see Appendix 2 – Current State Services).
	Develop and expand existing service capabilities to meet needs of a diverse and evolving student population.
	Strengthen wellbeing data and insights to inform decision making and drive continuous improvement.
	Adopt a strategic balance of proactive and reactive interventions to ensure students are supported before, during, and after wellbeing challenges arise.
Partner for Impact	Collaborate with CXO teams, Colleges, and students to co-create services and supports that are inclusive, relevant and responsive.
	Prioritise partnerships with areas that directly engage students at risk – academically or personally – to ensure early and effective support.
Remove Barriers to Access	Improve the visibility and usability of wellbeing services and resources across physical and digital environments.
	Ensure support pathways are inclusive, accessible, culturally responsive, and tailored to diverse needs of students.
Innovate and Scale	Build capacity across the university to deliver holistic student-centric wellbeing through scalable technology solutions.
	Develop and implement technology-enabled solutions that enhance student access to wellbeing information and services.
	Improve data platforms to enable personalised support and proactive identification of emerging needs at both individual and cohort levels while ensuring clinical responsibility, privacy, and confidentiality.

9 Strategic Actions

The following actions have been created to achieve the strategic priorities of this plan. They outline the practical steps Murdoch University will take to prioritise a whole of university approach to holistic student wellbeing across the student experience. These actions are informed by student and staff consultation, are achievable through capabilities of the CXO Office, and designed to evolve as new insights and opportunities emerge.

Strategic Actions - Student Wellbeing Strategic Plan 2025-2030				
Actions <i>In order of priority</i>	Strategic Priority Alignment			
	1	2	3	4
Provide 24/7 crisis and urgent support services Ensure students have access to timely, round-the-clock support for urgent wellbeing needs.	x		x	x
Develop a student wellbeing dataset Build a centralised dataset to generate insights, initiatives, and enable proactive support initiatives, including the development of a data dashboard for service delivery.	x			x
Establish core responsibilities for wellbeing data and university-wide collaboration Establish clear responsibilities within the Wellbeing team for use of wellbeing data, stakeholder engagement (including Schools and Colleges) to deliver targeted, cohort specific initiatives.	x	x	x	x
Implement a university-wide wellbeing incident response process and revised wellbeing workshops Ensure all members of the university understand their responsibilities and processes in responding to student wellbeing and welfare incidents. Enhance capability through revising and developing targeted workshops.	x	x	x	
Design and implement a Wellbeing Agent Build an agent that enables all staff to confidently support student wellbeing and for students to access 24/7 wellbeing support.		x	x	x
Implement a 'Student Voice' framework Embed authentic student consultation and co-design practices across the university.	x	x	x	x
Expand calm, low-stimulation spaces on campus Identify, enhance, and promote quiet and restorative spaces to support student wellbeing and sensory needs.	x		x	
Create a Student Wellbeing Journey as a component of Student Success plans for students Include wellbeing as a core stream within Student Success Plans, with tailored activities for each stage of the student journey.		x	x	x
Review and improve access to support services Evaluate the physical and digital locations of wellbeing services to ensure they are visible, accessible, and engaging.	x	x	x	x
Maintain and update wellbeing resources Ensure wellbeing resources (physical and digital) for students and staff are current, inclusive and accessible.	x		x	x
Maintain and build on FISU Healthy Campus Certification Further Murdoch's certificate through continuous improvement and alignment with the international framework for supporting student wellbeing.	x	x		
Create a student Health, Safety & Wellbeing forum Using psychosocial risk management approaches to gain insight into perceived risks to wellbeing and safety and identify and codesign actions for response and prevention	x	x		
1 - Sustain and Strengthen Student Wellbeing Practices 2 - Partner for Impact		3 - Remove Barriers to Access 4 - Innovate and Scale		

10 Success Measures

To ensure the Student Wellbeing Strategic Plan 2025–2030 delivers meaningful and measurable impact, we will track progress through a combination of institutional data and feedback from students and staff. These measures will be reviewed and reported annually both at the institutional, college, and school level to inform continuous improvement.

1. Year-on-year improvements across the Student Wellbeing Dataset

A foundational dataset will be developed for benchmarking and measuring success. This data will include:

- Annual Student Experience Survey (QILT, SES) results
- Biennial International Student Barometer (ISB) results
- Disaggregated reporting at the institutional, college, and school levels
- Demographical breakdowns by stage of study, social economic status, disability, gender, domestic/international status, regional/remote status, LGBTIQA+, First Nations and First in Family factors
- Continuous wellbeing services delivery data (e.g. usage volumes, appointment feedback, wait times, crisis support response times, performance over peak usage periods)

Key Performance Indicators [KPIs] for the success of this strategic plan have been established on the annual SES data, utilising the wellbeing module and wider datasets that are evidenced to align with improved student wellbeing. Noting, that the SES data is also direct indicator of student satisfaction as a KPI of Murdoch’s overarching 2030 strategy, Ngala Kwop Bididi.

KPIs Student Experience Survey - Student Wellbeing Strategic Plan 2025-2030		
SES Indicator	KPI	Stretch Target
Ability to cope with HE stress	Coping a little/not coping at all ≤ 22%	Coping a little/not coping at all ≤ 20%
My institution supports my wellbeing	Disagree/strongly disagree to remain < 10%	Agree/strongly agree ≥ 65%
Sense of belonging	Above previous year's score (64.2% in 2024)	≥ 70%
Peer engagement	Above previous year's score (73.5% in 2024)	≥ 80%
Student support and services	Above previous year's score (81.9% in 2024)	≥ 90%

2. Increased engagement with Student Wellbeing services, events and resources

Demonstrated through participation rates in counselling, medical, access and inclusion services, the Den and Murdoch Active, and increased engagement with digital resources designed to support student wellbeing. Student and staff feedback will also be captured and used to inform effectiveness of services, events, and resources.

3. Students report easy access to supportive wellbeing services and information.

Students consistently experience timely and inclusive access to effective wellbeing services and resources. This will be measured by tracking usage volume, average wait times, and student feedback on accessibility, responsiveness, and perceived quality of support, including 24/7 crisis support.

4. Staff report increased capability and capacity in supporting student wellbeing.

This will be evaluated through stakeholder consultations, training participation rates, and qualitative insights into staff understanding, confidence, and ability to respond to wellbeing needs.

11 Delivering on our Commitment

The Student Wellbeing Strategic Plan 2025–2030 sets a clear direction for embedding wellbeing as a core component of student success at Murdoch University. It aligns with the MU Wellbeing Framework, reflects the voices of our students, the expertise of our staff, and the values of our university.

Delivering on this plan will require sustained collaboration, shared responsibility, and a commitment to continuous improvement. The Student Wellbeing Team will lead implementation in partnership with colleges, schools, and student representatives, ensuring that actions are responsive, inclusive, and grounded in evidence.

Progress will be monitored through the Student Wellbeing Dataset and reported annually. Feedback loops will be established to ensure that students and staff remain active partners in shaping and refining our approach.

Together, we will further enhance the connected, caring, and empowering environment at Murdoch University, where wellbeing is a central component to ensuring every student can achieve their version of success.

12 References

1. Baik, C., Larcombe, W., Brooker, A., Wyn, J., Allen, L., Brett, M., Field, R., & James, R. (2016). *Enhancing student wellbeing: A framework for promoting student mental wellbeing in universities*. Melbourne Centre for the Study of Higher Education.
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13 Appendices

Appendix 1 – Summary of Student Consultation

The Student Wellbeing Strategic Plan 2025-2030 has been shaped through consultation with students and staff across Murdoch University. This collaborative process ensured the strategic plan reflects the lived experiences, needs, and perspectives of our diverse community. Between 2023 and 2024, a series of student consultations were conducted to explore the perceptions of wellbeing, identify barriers to support, and identify opportunities for improvement. These insights were complemented by data from the SES together providing a robust evidence base for this strategic plan.

The key themes that emerged included:

- A strong appreciation for existing services, with opportunities to improve availability and delivery of services at a central, school, and college level.
- A need for increased awareness and visibility of wellbeing services and supports.
- The importance of connection and belonging, particularly through academic relationships, peer networks, and inclusive spaces.
- A call for authentic student voice and co-design in shaping services.

The following table provides a high-level summary of the student wellbeing consultation carried out between 2023 and 2024. A more detailed report including some cohort data is available upon request from studentwellbeing@murdoch.edu.au

Statement	Summary of student insights
Murdoch University does enough to support my wellbeing	40% of students feel MU supports their wellbeing. The Den and International Café students feel well supported. HDR, Mandurah campus, Kulbardi, and South Street (Library 24/7) students feel less supported.
If I felt stressed on campus I would...	Most students self-manage wellbeing (e.g., music, walking). Mandurah, HDR, and Access and Inclusion students go off-campus for support. International students use formal MU services, Kulbardi students reach out to Kulbardi staff, and TNE students seek support through places of worship.
I would be more likely to reach out to these services...	Students prefer friends and peers, followed by formal supports and academic staff. Queer Collective students prefer student clubs. HDR and TNE students often reach out to academic staff. Kulbardi students prefer Kulbardi staff. HDR, Queer Collective, TNE, and Mandurah campus students often seek support outside MU.
The things that best help my wellbeing at MU are...	Students value connection within courses and the MU community, supportive academic staff, and knowing diversity is welcomed. Wellbeing dogs are highly rated. International students value feeling accepted, Queer Collective students appreciate diverse learning spaces, and TNE students prioritise physical safety.

To better support my wellbeing MU could...	Students suggest manageable course workloads, opportunities to connect, and a healthy study/life balance. They also highlight the need for low-cost food outlets and job application support. Kulbardi students suggest having a counsellor/wellbeing worker based at Kulbardi.
Anything else you would like us to know?	HDR students feel they lack adequate support systems. Themes include supervisor feedback mechanisms, staff with lived experiences, monitoring quiet library spaces, and issues with attendance policies.

Appendix 2 – Current State Services

The following table provides a summary of the current formal student wellbeing services delivered by the central Student Wellbeing Team within the CXO portfolio at Murdoch University.

Student Wellbeing Team - Services	
Medical Service	Offers general medical and health services, and support specialised to the University context, in a friendly, professional campus-based clinic to support students' and staff wellbeing.
Counselling Service	A team of trained health professionals with expertise in counselling and psychological therapies providing free and confidential counselling service to students helping them manage personal, academic, and emotional challenges. The team also provide a range of psychoeducational workshops to build student's understanding of their experiences and how to cope.
Access & Inclusion	A specialist team to support students with temporary or ongoing disabilities or health conditions, or caring responsibilities by offering tailored assistance and promoting inclusive learning environments.
The Den	A vibrant student hub hosting activities like wellbeing dogs, art therapy, games, and themed events to foster connection and wellbeing in a relaxed social setting.
Murdoch Active*	An on-campus sports and recreation facilities supporting wellbeing through gym and sporting facilities and social activities for students, staff, and the wider community.
*While not formally part of the Student Wellbeing Team Murdoch Active is part of the CXO portfolio and works closely with the Student Wellbeing Team in providing student wellbeing services to students	