



**ADELAIDE MEDICAL
STUDENTS' SOCIETY**
— EST 1889 —

Adelaide Medical Students' Society Strategic Plan

Traditio, Spiritus, Gaudium

Reviewed July 2017

Executive Summary

The Adelaide Medical Students' Society (AMSS) has been the peak representative body for medical students at the University of Adelaide for over 120 years. This core aim has remained since 1889, though the AMSS has evolved from its humble roots into one of the most diverse and vibrant medical student societies in Australia.

As an entirely student-run organisation, the AMSS faces a high annual turnover of Committee and Executive officers. Though this provides a vital source of fresh ideas and new perspectives each year, it hinders the accumulation of corporate knowledge and the limits the capacity to identify and pursue long-term objectives or goals.

The purposes of this review of the 2011 Strategic Plan are two-fold: firstly, to collect and preserve important corporate knowledge accumulated over recent years and secondly to update and maintain strategic objectives for the Society to pursue in the future. A number of mechanisms have been used in the review of the Strategic Plan between 2016 and 2017 in an effort to ensure the content appropriately reflects the opinions of the AMSS membership body. The process included surveys of the Committee and membership base, a 'strengths, weaknesses, opportunities and threats' (SWOT) analysis based on data from past Committee and Executive members, and a number of focus group meetings involving both past and present AMSS Members.

This document is divided into nine sections, each representing an important focus area in the future of the Society. Within each of these sections, a number of recommendations are listed; these are designed to be simple statements which summarise key strategic goals.

<i>Section 1 / Strategic</i>	protect and promote the positive culture of the Society develop a plan for holistic promotion of the Society expand the membership base and maintain human capital eliminate or minimise legal liability for the Society
<i>Section 2 / Advocacy</i>	consolidate the representative power of the Society increase awareness of advocacy conducted by the Society ensure rigorous data collection and methodology develop evidence based policy for proactive advocacy ensure sustainability of the administration of advocacy within the Society
<i>Section 3 / Education</i>	ensure efficiency of educational activities provided by the Society maintain and protect existing resources ensure educational opportunities are provided for all year levels
<i>Section 4 / Communication</i>	ensure marketing strategies emphasise the diversity of the Society develop and maintain consistent marketing material develop and maintain a structured approach to online communication ensure effective promotion of the Society to first year students
<i>Section 5 / Involvement</i>	expand opportunities and mechanisms to facilitate involvement in the Society ensure effective promotion of available opportunities focus and promote diversity in leadership roles
<i>Section 6 / Sponsorship</i>	ensure the Society has the best partners available carefully assess overarching sponsorship policy within the Society
<i>Section 7 / Treasury</i>	prospectively structure re-investment of surpluses made by the Society engage Members in the spending of surpluses ensure transparency and accountability
Section 8 AMSF	ensure continuing engagement and consultation with the AMSF
Section 9 Internal	provide greater support to volunteers

ensure internal structures of the Society are directed to
best achieve its objects and minimise volunteer burden
increase efficiency and shorten time of Committee
meetings

The review of this Strategic Plan represents a continued advancement in the overarching leadership and direction of the AMSS. If utilised appropriately and consistently it will provide great value to the governance of the Society and enable ongoing success into the medium- and long-term future.

Introduction

Background

The Adelaide Medical Students' Society (AMSS) is the representative body for medical students at the University of Adelaide. The primary objects of the Society are to: represent the interests of medical students at the University, individually and as a whole, to the University and other relevant bodies; provide social, cultural and education activities and support in the interest of its members; and further the welfare of its members. These objects are enacted in principle and in practice through the motto of the Society: 'Traditio, Spiritus, Gaudium' which translates to 'tradition, spirit, good times'.

The AMSS is widely regarded as one of the most vibrant and active medical student societies in Australia and has enjoyed great success in the past decade.

The AMSS has a voluntary management team (the Executive) comprising seven officers. The primary representative entity within the organisation is the Committee, which includes an additional fifty-six distinct positions. Medical students are elected to these positions on the Executive and Committee annually; thus there is a vast turnover of volunteers every year. This annual turnover provides the Society with an important continuous source of fresh enthusiasm and ideas. However, it also makes it difficult for the Society to accumulate and protect corporate knowledge. Therefore, the AMSS has a need for a document which preserves such knowledge.

The annual turnover of Officers of the Executive and Committee also limits the capacity of the AMSS to identify and cogently pursue long-term strategic objectives. A paucity of strategic planning can mean that the Society utilises valuable resources inefficiently in the pursuit of its objects. Furthermore, an absence of careful thinking could mean that the AMSS misses valuable opportunities for improvement and expansion. There is therefore a need for the Society to identify strategic goals which will enhance its capacity to achieve its primary objects. These goals must have a demonstrable capacity to benefit the Members of the AMSS. There is great potential for success if the Society can identify and pursue such strategic objectives over the medium- and long-term.

This document aims to satisfy these dual needs for the retention of corporate knowledge and the identification of strategic objectives. It seeks to provide a framework through which the Society can focus its activity to achieve the best outcomes for its Members in the medium- to long-term.

This Strategic Plan has been developed from the authorising environment of the membership of the AMSS. It has been in active development for over one year, during which time extensive volumes of data have been collected. The AMSS prides itself on being responsive to its membership and on implementing 'evidence-based' external and internal policy. This document upholds this critical principle.

Importantly this Strategic Plan does not strive to burden future Executives and Committees with an onerous list of tasks to complete. Instead it identifies goals whilst providing future volunteers with the freedom to develop and implement mechanisms to achieve these objectives.

2016/2017 Review

The 2016/17 review was undertaken with the intention to make this document more approachable and outcome focused. It should be viewed as flexible and responsive to membership feedback and therefore should be reviewed on a regular basis. The overarching goals within the document form a scaffold which should be utilised in the yearly development of an 'implementation plan' during the Executive Retreat and initial meeting of the Committee. Such an implementation plan need not address every issue or goal outlined in this document but rather specific goals and outcomes of Executives from year to year. This flexible approach will enable the vibrant enthusiasm of Adelaide medical students to contribute to a dynamic and exciting Society.

Furthermore, the review has specific relevance in the changing context of the Medical Program of the University of Adelaide. The implementation of the Doctor of Medicine in place of existing Bachelor of Medicine, Bachelor of Surgery will see the Medical Program change from a Non-Graded Pass to a Graded degree. This major change will have drastic implications for the volunteer base of the Society, thus this review focuses distinctly on elements of volunteer burden and engagement. These and other internal measures will

ensure sustainability for the Society in the years to come, thus should be a focus of early implementation.



Process of Review

The original 2011 Strategic Plan proposed the need for review of this document in 2015. This review became a lengthy process occurring over the course of 2016 and 2017. The goal of this review was to firstly update the Strategic Plan for the Society such that it continued to be reflective of the Membership and secondly to ensure this document was approachable and conducive to continual review.

Data Collection

This document aims to reflect the views of members as the authorizing body for the AMSS. The process of review involved the construction of multiple surveys and subsequent small group planning meetings across 2016 and 2017. These surveys and planning meetings were open to all members. The surveys collected responses to a variety of questions from approximately 50 members and the planning meetings had an average attendance of 10 people plus the Executive. Two major planning days were conducted in April of 2017 which covered a review of the minutes and outcomes of previous meetings in 2016 and discussion of additional and remaining sections of the Strategic Plan.

Development of Recommendations

Following the meetings in 2016 and the two planning days in April, the Executive drafted and compiled a series of recommendations from the data, discussions and outcomes. This was then circulated to the AMSS Committee and broader Membership for further feedback and input.

Feedback and Refinement

The first draft of the Strategic Plan was presented in a Committee meeting and then on the website of the AMSS for an extended period of time for further review and feedback by the general membership. This important vetting process provided additional data for final review of the recommendations and completion of the Strategic Plan. Following this feedback was provided the document was further drafted by the Executive before presentation to the Committee for approval.

Approval and Implementation

The Strategic Plan was presented at the AMSS Annual General Meeting on Thursday 14th of September 2017 for approval. From this point, implementation is crucial in ensuring that the recommendations are affected and that positive change is manifested for the Society. Progress against the Strategic Plan will be regularly tracked by the Executive and will also be discussed by the Committee on a regular basis.

Lifespan

The purpose of the 2016/17 review was to enable this document to be more dynamic thus it is recommended that it be used on a yearly basis and used directly to scaffold planning by the Executive and Committee at the beginning of each year. A formal and comprehensive review of this document is recommended for 2019 in light of major changes to the Medical program and the implementation of a Masters Doctorate of Medicine in lieu of the existing Bachelor of Medicine, Bachelor of Surgery.

Implementation

This document should serve to direct the Executive and Committee to develop short-term goals on a yearly basis to aid the Society in meeting the objectives outlined therein. Each year the Executive should use this document and develop an 'Implementation Plan' during their planning retreat or at other such time that it can be presented to the Committee at the beginning of the Society year.

Section One: Strategic

The themes of culture, member engagement and sustainability resonate strongly through the different components of the strategic analysis. Thus, they form the keystones of the Strategic Plan. These issues correlate to overarching long-term recommendations with targets that will take years of persistence to achieve. These themes simultaneously represent strengths, weaknesses, opportunities and threats.

Recommendations:

- 1.1. Protect and promote the positive and inclusive aspects of the culture of the AMSS
 - 1.1.1 Ensure this culture preserves the tradition and history of the AMSS
 - 1.1.2 Ensure this culture serves to include all medical students at the University of Adelaide
 - 1.1.3 Retain corporate knowledge through consistent and effective handover
- 1.2. Develop and implement a comprehensive plan for the holistic promotion of the Society to all medical students.
 - 1.2.1 Increase the promotion of Educational and Advocacy activities of the AMSS
 - 1.2.2 Continue to promote Social events and activities of the AMSS, but reduce the focus on alcohol consumption at these events.
- 1.3. Expand the membership base
 - 1.3.1 Ensure that the AMSS provides a range of services and events to suit a variety of interests and needs.
- 1.4. Attract, retain and develop more human capital
 - 1.4.1 Increase awareness of roles within the AMSS and how to get involved through a variety of mechanisms including face-to-face.
 - 1.4.2 Ensure a positive experience for volunteers within the AMSS through prudent volunteer management and review.

1.5. Eliminate or minimise the legal liability associated with events run by the Society

1.5.1 Ensure continue and thorough review of event specific risk management documents on a yearly basis.

1.5.2 Ensure volunteers are appropriately upskilled in risk management and mitigation.

Section Two: Advocacy

Student advocacy remains a core and essential function of the AMSS. The AMSS should strive to advocate for the interests of Medical Students internally at various levels University of Adelaide governance and externally to stakeholders such as AMSA, the AMA(SA) and SA Health where appropriate. Team Education and Team Representation continue to be effective units for internal and external advocacy respectively.

Recommendations:

2.1 Ensure the AMSS maintains representation at all levels of the University Governances, particularly within the Faculty of Health and Medical Sciences

2.1.1 Ensure that the President, Vice-President Education and Junior Education Officer meet regularly with the Dean of Medicine and Executive Dean, Health and Medical Sciences

2.1.2 Ensure AMSS Representatives sit on all Faculty Committee that relate directly to the provision of the Medical Program.

2.1.3 Ensure awareness among medical students of opportunities for advocacy outside of the Society including election to the Faculty Board and University Council.

2.1.4 Ensure active engagement of the Society with elected representatives to external advocacy bodies including Faculty Board, University Council, Adelaide University Union and Student Representative Council

2.2 Increase the visibility of Team Education and Team Representation within the Society

2.2.1 Develop improved mechanisms to increase the awareness of advocacy outcomes to the broader membership base

2.2.2 Ensure transparency in the actions and outcomes of Team Education and Team Representation through formal and informal reports to the Committee and broader membership

2.3 Maintain the rigorous approach to data collection in the development of Advocacy objectives and policy

2.3.1 Continue to actively collect and analyse data that is useful to the advocacy objectives of the Society

2.3.2 Ensure that mechanisms for student feedback are truly anonymous

2.4 Develop evidence-based standing policy on important issues within the Medical Program at University of Adelaide

2.4.1 Utilise evidence-based policy in proactive advocacy, particular towards changes to the Medical Program. Examples of themes include: 'Learning and Teaching' and 'Assessment'

2.5 Maintain a comprehensive system to protect the intellectual capital of Team Education

2.5.1 Collect and preserve information regarding all relevant issues and entities within the context of the Medical Program through secure online storage

2.5.2 Ensure that all representatives of the AMSS have access to and an awareness of this information

2.5.3 Consider the development of an 'Advocacy RoadMap' to highlight major issues and how they should be addressed through short-term and long-term goals

2.6 Ensure that Team Education and Team Representation work synergistically to achieve advocacy goals

2.6.1 Maintain consistency and communication between Team Education and Team Representation when advocating to external Stakeholders such as AMSA, AMA(SA) and SA Health.

2.7 Ensure all Medical Student representation to the University of Adelaide is achieved through the AMSS

2.7.1 Ensure that the AMSS is actively engaged and consultative other advocacy bodies such as the Student Representative Council, Adelaide University Union, University Council and Faculty Board.

Section Three: Education

Team Education is responsible not only for the pillar of 'representation' within the Society, but also the pillar of 'education'. This involves the provision of additional education to medical students at the University of Adelaide. The plethora of educational opportunities currently provided by the AMSS extends from interactive sessions at MedCamp through to complete practice Objective Structured Clinical Examinations (OSCEs) for Fifth Years. The significant level of educational support provided by the Society dovetails with its advocacy objectives and balances the social and recreational activities it conducts.

Recommendations:

- 3.1 Ensure an organised an efficient delivery of educational activities and programs
 - 3.1.1 Ensure that the Vice-President Education acts to oversee the EdPrograms Coordinators and year level Education Representatives in the delivery of all educational programs and events
 - 3.1.2 Ensure that the EdPrograms Coordinators oversee all educational programs of the AMSS
 - 3.1.3 Develop a mechanism for regular review of these programs relative to the curriculum
- 3.2 Ensure that there are educational opportunities provided by Team Education for each different year level
 - 3.2.1 Ensure that the provision of educational activities is spread across portfolios within Team Education
- 3.3 Ensure that the AMSS never assumes responsibility for delivering material which should reasonably be provided by the University of Adelaide.

3.3.1 Educational opportunities provided by the AMSS which aim to supplement a perceived deficit in the Medical Program should be accompanied by assertive advocacy to the University of Adelaide.

3.4 Explore opportunities to collaborate with corporate entities and other student societies to improve the delivery of educational opportunities

Section Four: Communication

Communication and marketing are crucial to the engagement of members in the activities of the Society. Thus, these are an important aspect of the Strategic Plan and should continue to be a focus of the Society in the future.

Recommendations:

- 4.1 Ensure communication and marketing strategies emphasise the diversity of the AMSS
 - 4.1.1 Increase in the promotion of advocacy, educational and philanthropic activities of the AMSS
- 4.2 Develop and maintain consistent marketing material
 - 4.2.1 Ensure consistency and professionalism in the marketing of events and activities of the AMSS
- 4.3 Develop and utilise an online marketing and communication strategy that appropriately delineates the purpose and use of various electronic communication
 - 4.3.1. Ensure that all material across the AMSS website remain up to date and relevant
 - 4.3.1. Ensure proper consideration for classification of material as public and member-restricted content
- 4.4 Develop subject-specific communication strategies to target particular membership groups and prevent oversaturation and disengagement
- 4.5 Ensure the promotion of the AMSS to students early in the first year of Medical School
 - 4.5.1. Explore strategies to engage with students prior to Orientation Week
 - 4.5.2 Ensure a strong and continuous presence during Orientation Week

- 4.5.3. Ensure that early marketing, including the marketing of MedCamp focuses on the diversity of activities of the AMSS
- 4.5.4. Develop mechanisms to engage with students who receive late offers into the Medical Program

Section Five: Involvement

Maintaining involvement and engaging human capital in the AMSS were identified in the strategic analysis as important areas for future development. In the past the AMSS has been criticised for being overly exclusive and lacking in pathways for new students to become involved. This presents both a major weakness of the Society, and an important opportunity for improvement in the future.

Recommendations:

- 5.1 Increase capacity of the Society to facilitate involvement of AMSS members
 - 5.1.1 Ensure that a wide range of opportunities exist for involvement with the Society, including roles with varying levels of time commitment, responsibility and prior skills or experience required
 - 5.1.2 Develop and maintain mechanisms for upskilling and personal development of members, particularly those not already involved.
 - 5.1.3 Develop a variety of “junior” roles to support existing positions and provide opportunities for skills and leadership development
- 5.2 Develop and maintain mechanisms to enable involvement and ensure these are marketed to students
 - 5.2.1 Continue to develop existing initiatives such as the ‘Guide to Getting Involved’ and ‘Getting Involved Night’ ensure these are kept relevant and up to date

5.2.2 Provide detailed and current information regarding all positions, roles and opportunities within the AMSS and this is advertised appropriately

5.3 Ensure diversity within the AMSS through the development of females in Leadership roles

5.3.1. Ensure mechanisms exist to upskill and encourage females, both general members and those with existing Committee roles

5.3.2. Strive towards a target of 50% female Presidents across a 10 year period from 2017.

5.3.3 Strive towards a target of an average 50% females on the Executive across a 10 year period.

Section Six: Sponsorship

The AMSS has benefited immensely over the last seven years from the most successful medical student society sponsorship portfolio in Australia. This portfolio is currently based on four exclusive sector-based partnerships in the areas of finance, banking, medical insurance, and medico-political membership organisations. The relevant companies are: Perks, Bank of Queensland Specialist, Medical Insurance Group Australia, and the Australian Medical Association (South Australia) respectively.

The AMSS would grind to a stand-still in approximately one year if all sponsors were to withdraw support simultaneously. Therefore, the importance of the sponsorship portfolio cannot be understated. It is also important to note here that these corporate partners also provide important services and discounts to Members of the Society.

Recommendations:

6.1 Ensure the Society exclusively partners with the most suitable companies from each relevant sponsorship sector

- 6.1.1 Suitability should be based not only on degree of financial assistance provided to the Society, but the overall benefit provided to members
- 6.2 Review all partnerships to ensure appropriate equity between sponsorship sectors
 - 6.2.1 Continue to critically analyse and minimise the negative impacts of exclusive sector-based sponsorship arrangements
 - 6.2.2 Where appropriate, utilise event specific sponsorship, both financial and in-kind.
 - 6.2.3 Ensure additional sponsorship arrangements outside major partnerships do not detract from the overall portfolio
- 6.3 Broaden active involvement in the sponsorship portfolio and protect corporate knowledge
 - 6.3.1 Involve and up-skill event convenors and other portfolios to appropriately engage potential sponsors.
 - 6.3.2 Consider the development of a committee position to support the Sponsorship Officer
- 6.4 Ensure the Society remains the most competitive option for large-scale corporate partnership
 - 6.4.1 Continue to critically review the Society's prospectus and ensure that this best reflects the value of the Society to potential sponsors
 - 6.4.2 Ensure existing and potential sponsors are provided with clear information regarding events and activities of the society and the opportunities for engagement therein

Section Seven: Treasury

In recent years, the Society has enjoyed a strong financial position. This has left us with two important issues to consider: (1) how the Society should manage any profit made and (2) how the Society should maximise sustainability. As the Society changes from year to year, these two areas have not always benefited from a sufficient amount of strategic planning. Although the AMSS is in a good position with regard to our sponsorship portfolio, there is always a risk that one or more Major Partners will cease or substantially reduce their contribution. A financial plan for the Society therefore needs to have a focus on sustainability as well as how to best utilise the funds we currently have.

A prospective approach to the re-investment of surpluses will simultaneously reduce the risk of the AMSS accumulating funds which have no purpose and which would otherwise be rendered inert in a bank account. The application of funds for the benefit of Members should be visibly incorporated into the budgeting practices of the Society to demonstrate to medical students that the Society is utilising its funds appropriately.

- **Short-term:** money spent during the relevant Society Year or in the following year, on things which materially benefit the Members immediately. Examples might include buying more beer for MedFooty or nicer food for Education Forums.

- **Medium-term:** money spent on projects / items which will benefit Members of the AMSS over three to six years. Examples include football guernseys, other hardware or student-led projects.

- **Long-term:** money donated to the Adelaide Medical Students' Foundation.

Recommendations:

7.1 Prospectively structure the re-investment of surpluses generated by the Society and ensure this practice is made visible to members

7.1.1 Ensure that the majority of surplus should be allocated to medium-term investments. A suggested structure is 60% medium term, 30% short term and 10% medium term.

7.1.1.1 Minimise unnecessary duplicate short-term spending through effective event-event handover of supplies and equipment.

7.1.2 Ensure transparent allocation of funding via consultation and reporting to the Committee and broader membership as appropriate.

7.2 Ensure open and transparent processes exist for general members to suggests uses for medium-term and short-term funds

7.2.1 Critically evaluate and review the existing initiatives funding process.

7.2.2 Ensure a clear and transparent process for the allocation of these funds

7.2.3 Ensure clear and proper marketing of the Initiatives Fund such that this is known to and available to all members

7.3 Ensure the financial sustainability of the Society

7.3.1 Ensure thorough and conservative budgeting for all events to minimise financial losses

7.3.1.1 Ensure oversight of all event budgets by the Treasurer and Executive

7.3.2 Ensure that capacity exists within event budgets and the overall Society budget to mitigate costs of damages or financial loss

7.3.3 Develop an Assistance Treasurer role on the committee to provide support to the Treasurer, and development of financially skilled members

7.4 Ensure the Treasurer adheres to proper and transparent financial administration practices

7.4.1 Ensure oversight of all expenses through 'two to sign' systems for major accounts, and secondary approval for all use of EFTPOS cards.

7.1.2 Ensure transparent allocation of funding via consultation and reporting to the Committee

7.5 Assess and review online payment methods and the value of the online payment gateway

7.1.1 Critically and analyse online payment methods taking it account cost to the Society, functionality and ease of use.

Section Eight: AMSF

The Adelaide Medical Students' Foundation (AMSF or the Foundation) is an independent body governed by students and graduates of the University of Adelaide Medical School. Established in 2009, it exists solely to serve and support Adelaide medical students at an individual, group, and organisational level.

The Foundation works closely with the Adelaide Medical Students' Society to provide direct, tangible support to Adelaide Medical Students.

Recommendations:

- 8.1 Ensure the continuing development and coordination between the Society and the AMSF
 - 8.1.1 Ensure continuing presence of the Society on the AMSF Board
 - 8.1.2 Ensure regular communication between the Society and the AMSF outside of formal meetings and engagements
 - 8.1.3 Develop and maintain mechanisms for engagement between the Foundation and Society
 - 8.1.4 Coordinate with the Foundation of mutually beneficial events and activities
- 8.1 Ensure continuing financial support of the Foundation
 - 8.1.1 Provide financial assistance to the Foundation via reinvestment of Society surpluses as per Recommendation 7.1
 - 8.1.2 Ensure regular communication between the Society and the AMSF outside of formal meetings and engagements

Section Nine: Internal

There are many individuals, teams and complex relationships within the structure of the AMSS. The many disparate components of the Society are regularly brought together at large Committee meetings. These have traditionally been held approximately monthly, usually on a Monday evening. Committee meetings often extend well beyond their scheduled finish time. There have historically been issues with maintaining quorum for the duration of all meetings. The AMSS Committee is integral to the execution of the Society's objects and to maintaining its day to day activities, thus it is important to keep the engaged and supported in their endeavours.

Recommendations:

- 9.1 Ensure the retention of human capital and prevent volunteer burnout
 - 9.1.1. Develop and utilise mechanisms for volunteer support and feedback
 - 9.1.2. Ensure that all roles and responsibilities are clearly defined and that mechanisms exist for flexibility where required.
 - 9.1.3. Develop mechanism to re-engage members who have been unsuccessful in applying for roles/positions and support future involvement.
 - 9.1.4. Develop and maintain a system for rostering committee members to help at events.
- 9.2 Critically analyse and review Committee and Executive structures to ensure maximum efficiency in the context of the Society's goals
 - 9.2.1. Ensure Committee positions are structure to adequately carry out all activities of the Society and to meet other strategic objectives
 - 9.2.2. Cease existing positions and develop or renew positions where appropriate and necessary, but ensure constant review.
- 9.3 Ensure efficient administration of Committee meetings

- 9.3.1. Ensure active and efficient Chairing to minimise repetitive discussion and maximise the decision making ability of the Committee
- 9.3.2 Utilise effective pre-reading to reduce the time taken for reports
- 9.2.3. Consider the development of standing orders for Committee and General Meetings.

Conclusion

The review of the 2011 Strategic Plan serves to refresh this document and provide input from current and recently graduated students. It is acknowledged that the process for data collection was less thorough than the original document, however working groups involved a broad range of members thus provided a suitably representative sample. Furthermore, this document does not serve as binding and should be viewed as dynamic in the context of the Society from year to year.

There are nine sections of recommendations within this strategic plan, each representing an important focus area in the future of the Society. Within each of these section, a number of recommendations are listed; these are designed to be simple statements which summarise key strategic goals.

<i>Section 1 / Strategic</i>	<ul style="list-style-type: none"> protect and promote the positive culture of the Society develop a plan for holistic promotion of the Society expand the membership base and maintain human capital eliminate or minimise legal liability for the Society
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<i>Section 3 / Education</i>	<ul style="list-style-type: none"> ensure efficiency of educational activities provided by the Society maintain and protect existing resources ensure educational opportunities are provided for all year levels
<i>Section 4 / Communication</i>	<ul style="list-style-type: none"> ensure marketing strategies emphasise the diversity of the Society develop and maintain consistent marketing material develop and maintain a structured approach to online

	<p>communication</p> <p>ensure effective promotion of the Society to first year students</p>
<i>Section 5 / Involvement</i>	<p>expand opportunities and mechanisms to facilitate involvement in the Society</p> <p>ensure effective promotion of available opportunities</p> <p>focus and promote diversity in leadership roles</p>
<i>Section 6 / Sponsorship</i>	<p>ensure the Society has the best partners available</p> <p>carefully assess overarching sponsorship policy within the Society</p>
<i>Section 7 / Treasury</i>	<p>prospectively structure re-investment of surpluses made by the Society</p> <p>engage Members in the spending of surpluses</p> <p>ensure transparency and accountability</p>
Section 8 AMSF	<p>ensure continuing engagement and consultation with the AMSF</p>
Section 9 Internal	<p>provide greater support to volunteers</p> <p>ensure internal structures of the Society are directed to best achieve its objects and minimise volunteer burden</p> <p>increase efficiency and shorten time of Committee meetings</p>

The review of this Strategic Plan represents a continuing progression of the overarching leadership and direction of the AMSS.

The Strategic plan must remain a dynamic document which is strongly reflective of the membership. Therefore, frequent formal review of this Strategic Plan and especially the yearly 'Implementation Plan'. If utilised appropriately and consistently it will provide great value to the governance of the Society and enable ongoing success into the medium- and long-term future.