



In January or February of each year we will set aside time to engage in this process, and there will be individual, team, and CUSP-wide planning processes. In each case the individual or group will ask and answer four questions:

- What did I/we achieve in the past twelve months?
- What did I/we learn from this?
- What new situations, opportunities, knowledge or ideas need to be considered in planning for the future?
- As a result of our responses to all these questions, what will I/we retain, change or add in the next twelve months?

In each case, the individual, team and institute as a whole can be assisted in this process by 'outsiders' who can offer different perspectives.

Through this process CUSP's mission, goals and actions, as well as anticipated outcomes and key measures, can be revised as necessary. Teams and individuals may also have their own articulated mission, goals, actions, anticipated outcomes and key measures of success.

The following elements of the Strategic Plan can constitute an interim plan until the first CUSP planning process is conducted.

<b>CUSP STRATEGY (Board level)</b>		<b>CUSP BUSINESS PLAN (staff/operational)</b>			
<b>Goals</b>	<b>Outcomes</b>	<b>Strategies/Actions</b>	<b>Key Measures</b>	<b>Targets 2011/12</b>	<b>Longer-term targets</b>
<b>A catalyst for change:</b>  To be a leader in change agent engaging with and informing government, industry and community, in order to work towards a sustainable future.	The provision of research and leading publications that drive public policy and discourse	Produce high quality academic publications	RPI		
		Develop policy papers for community, industry and government consideration and promote through media campaigns	Number of CUSP occasional papers		
		Target presentations to media and news events, participate in high profile magazine stories and television documentaries	Media monitoring		
	The advancement of innovative and practical alternatives and ideas for community, industry and government to embrace	Participate in groups and committees that determine or influence industry, government policy and academic research	Number of groups and committees with CUSP representation		
		Mobilise and enable community action for sustainability	Number of community events at CUSP and advertised through CUSP		
		Integrate CUSP with social entrepreneurs in Perth through the provision of PhD opportunities to support their activities, including offering of the Social Entrepreneurship PhD program	Number of HDR students doing social entrepreneurship projects		
<b>A spirit of entrepreneurship:</b>  To pioneer innovative practices and partnerships	A diverse range of funding grants, partnerships and strategic alliances	Target key ARC projects and other nationally and internationally competitive research grants	RPI		
		Increase numbers of PhD students	Number of PhD students		
		Develop alliances with key government agencies and key industry groups or major organisations	Number of MOUs, legal contracts, CUSP adjuncts and number of meetings		
		Develop alliances with key community groups	Number of MOUs, legal contracts, CUSP adjuncts and number of meetings		
	A suit of high quality courses	Gain support for CUSP to conduct teaching at undergraduate level	Regular meetings with Humanities leadership group and Planning to		

Comment [CS1]: Specific, Measurable, Actionable, Relevant, Timely

			progress this discussion		
		Increase number of participants in the Masters courses	Number of Masters students (fte)		
		Develop new professional courses	Number of professional courses offered through CUSP		
		Provide high quality HDR supervision and foster new behaviours and careers for our students	Number of HDR seminars and HDR completions		
<b>A local and global identity:</b>  <i>To undertake research and programs that position CUSP as a local and global leader</i>	The development of a strong international brand	Highlight the profile of all board and key team members of CUSP	Up to date staff profiles (Yes or No)		
		Develop a comprehensive web presence which is updatable by all staff and project team members	Yes or No		
		Hold an annual international 'catalyst for a better future' conference to bring together great world minds and provide opportunities for CUSP board members, staff and project members to present their ideas and findings	Yes or No		
		A strong research capability and performance to enhance CUSP's resilience	Target key grants with an emphasis on ARC and other nationally and internationally competitive grants	RPI	
		Identify succession and replacement capacity, including encouraging high quality PhD graduates to remain with CUSP	WPPR and number of HDR employed in various capacities		
		Promote the overall capacity of CUSP rather than individuals	Regular seminars, staff meetings, CUSP Board meetings and strategic planning		
		Maintain international staff and HDR relationships	Number of international visitors and visits		
	<b>A vital part of Curtin:</b>  <i>To assist Curtin University in achieving its goals, including modelling sustainability through the daily operation of CUSP.</i>	Enhanced capacity and sustainability of our organisation	Respond to ERA results	ERA research output	
Maintain a strong fiscal position			Annual operating budget position		
Model sustainability in CUSP's own operations			Yes or no		
Clear reporting of outcomes			Annual Report completed		
Valued staff members with high level of wellbeing and participation in continuous development		Have individualised training and development programs embedded in every staff member's work-plans.	Regular WPPRs and training completed		
		Implement staff wellbeing and OHS programs.	Number of sick days and number of happy days		
		Provide a conduit for informing, engaging and developing staff and project team members	Regular seminars, staff meetings, CUSP Board meetings and strategic planning		
		Developing the board and leadership group capacity	Regular seminars, staff meetings, CUSP Board meetings and strategic planning		