Strategic objectives & performance measures

The following performance measures and strategies are provided as an outline for each of the objectives for the proposed collaboration.

- Objective 1 – Business Operations;
- Objective 2 – Professional Relationships;
- Objective 3 – Marketing (Locally and Abroad);
- Objective 4 – VET Opportunities;
- Objective 5 – Graduate Outcomes; and
- Objective 6 – Additional Programs.

All of IBIBS’s strategic objectives have been broken down and expanded into the following elements:

- Specific Output;
- Strategies;
- Performance Measures;
- Targets/Goals; and
- Input Resources Required (Inputs).
## Objective 1 – Business Operation

### 1. Develop business operations of the institution internally and with collaboration partners through the delivery of high quality programs

<table>
<thead>
<tr>
<th>Specific Output</th>
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</table>
| **Commence delivery of IBIBS course in 2014 in Victoria** | Formalise delivery dates, modes and subject sequence to facilitate forward planning by students and course marketing team. | Appropriate students are sourced, that meet enrolment criteria and are formally enrolled. | Cohorts of 20 - 30 students are enrolled into each program. | • Student enrolment system  
• Program Marketing brochures  
• Website content & information |
| IBIBS administration staff manage inquiries from prospective student professionally | IBIBS operational policies and procedures are developed, implemented and supported by Customer Relationship Management (CRM) software. | Operating policies and procedures reviewed and enhanced to meet existing future operational needs and future needs. | • Operating procedures  
• Staff induction & ongoing training  
• CRM software |
| Recruit and induct highly qualified teaching and appropriate support staff for the IBIBS programs. | Sufficient and suitable staff are recruited into the operation for teaching, assessment and administration. | All staff inducted appropriately and meet annual performance requirements. | • Position Descriptions  
• Employment agreements  
• Induction training materials |
| Secure suitable support resources for the program(s) including electronic materials and hardware/software. | Sufficient and suitable support resources are available to students. | Essential resources for each course/program available in soft and hard copy. | • Subject curriculum  
• Master Version of subject materials  
• Prescribed and recommended reading resources and other subject support materials |
| Work toward a reputation of 'best value for money' education provider. | Achieve high satisfaction levels on subject evaluations and responses from CEQ data. | Consistently maintain top 10 CEQ ratings for good teaching, generic skills and overall satisfaction. | • Subject Unit evaluation forms/software/website  
• CEQ forms/software |
## Objective 2 – Professional Relationships

<table>
<thead>
<tr>
<th>Strategic Objective</th>
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| Develop relationships with key organisations & professional associations. | Develop relationships with various government, commercial and educational institutions and suitable professional associations to ensure program outcomes satisfy entry-level and professional development recognition for membership and/or employment opportunities for students | Engage employers and professional bodies relevant to graduate career development opportunities | List of relevant employers and professional bodies maintained and current. | Grow number of relevant employers and professional bodies by three per year | • Operating policy & procedures  
• Staff training materials  
• CRM software |
| Identify and disclose membership or recognition criteria. | Identify and disclose membership or recognition criteria. | Current membership or recognition criteria identified and documented. | Communicate criteria in writing to all relevant staff and students. | • Operating policy & procedures  
• Staff training materials  
• CRM software |
| Target key executives within employer or professional bodies for ongoing point of communication. | Target key executives within employer or professional bodies for ongoing point of communication. | Maintain regular documented communications with key executives | Minimum of three telephone and one face to face contact annually | • Operating policy & procedures  
• Staff training  
• CRM software |
| Insert membership or recognition criteria into course materials and career strategies. | Insert membership or recognition criteria into course materials and career strategies. | Current membership or recognition criteria incorporated into all relevant IBIBS documentation. | Documented review conducted annually and files actioned as required. | • Operating policy & procedures  
• Staff training materials  
• CRM software |
## Objective 3 – VET Opportunities

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<th>Objective</th>
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<tbody>
<tr>
<td><strong>Specific Output</strong></td>
<td>Create whole of life learning partners with current and future VET clients.</td>
<td>Create strategies to form partnerships in whole of life learning.</td>
<td>Research new potential partners.</td>
<td>Specific parameters of partnerships are identified.</td>
</tr>
</tbody>
</table>
| | Commence whole of life learning collaboration with current and future VET clients. | network with all potential partners to identify specific necessities. | Execute formal arrangements with minimum of 5 partners annually. | • Operating policy & procedures  
• Staff material & training  
• CRM software |
| | Implement review of whole of life learning collaboration. | Undertake documented review of any actual partners. | Confirm two new partnerships per year. | • Operating procedures  
• Staff training  
• CRM software |
**Objective 4 – Marketing**

<table>
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<tr>
<td>3. Develop marketing campaigns in domestic and international markets to enhance awareness of the institution to maximise interest from employers, professional associations and prospective students</td>
<td>Develop targeted marketing and advertising strategy (locally and abroad). Create awareness of various courses provided. Raise enrolments and academic profile within Victoria and elsewhere. Advertise through a number of distributions channels using different advertising mediums to maximise brand exposure of IBIBS. Develop follow-up strategies. To each distribution channel and medium</td>
<td>Create new markets accessed locally and abroad relevant to marketing plan. Grow number of course inquiries. create course structures that reflect current professional needs including opportunities for flexible delivery. Broader community and professional awareness. Undertake a documented review of marketing and advertising strategies that map ROI on identified mediums.</td>
<td>Awareness level of IBIBS is supported by growth in agent and student inquiries. Inquiries grow by minimum 20% annually. Grow the number of applicants by 20% per year and number of first preference. Increase by a minimum of three editorials annually in suitable publications. Forecast to increase conversion rate of enrolment inquiries by at least 5% per year</td>
<td>• Marketing and advertising plan  • Capital budget forecast  • Advertising and promotional materials  • Install CRM software  • CRM software  • Enrolment agreements  • Advertising and promotional materials  • Signage  • Magazine /News Articles  • Media releases  • CRM software  • Follow up operating policy &amp; procedures  • Marketing Staff materials &amp; training  • Install CRM software</td>
</tr>
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### Objective 5- Graduate Outcomes

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<th>Objective</th>
<th>5. Engage with universities to ensure pathways are achievable and outcomes are appropriate for graduates.</th>
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<tbody>
<tr>
<td>Specific Output</td>
<td>Strategies</td>
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| Create innovative ‘points of difference’ strategies with partners for IBIBS. | Create specific parameters framework to develop innovative 'points of difference' strategies. | Formal Plan based upon best practice and perceived value. | Adjust plan each year. | • Innovation plan  
• Supported innovation group |
| Conduct industry research plotting innovation against programs, industry needs and employer needs. | Conduct regular CAP sessions. | Minimum of three CAP meetings annually. | | • Create Innovation plan  
• Supported innovation group |
| Undertake and implement strategy. | Strategy introduced into marketing and advertising plan, course materials and administration/recruiting. | Plan implemented at least annually. | | • Create Innovation plan  
• Supported innovation group |
| Formally review strategy. | Conducted documented review of strategy. | Review of strategy conducted each year. | | • Create Innovation plan  
• Supported innovation group |
## Objective 6 – Additional Programs

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| Create New higher education courses & subjects for delivery in Victoria | Study employer requirements and skills shortages for Victoria and nationally | Research and liaise with professional groups. | Undertake formal reviews each quarter. | • Create Innovation plan  
• Supported innovation group |
|                  | Plot industry/employer and skills shortages against programs offered | Create prioritised areas relevant to programs. | | • Create Innovation plan  
• Supported innovation group |
|                  | Review strategy. | Conducted documented review of strategy. | Formal review conducted annually. | • Create Innovation plan  
• Supported innovation group |
IBIBS Governance and Organisational Structure