OZFORD
Institute of Higher Education

STRATEGIC
PLAN
2023-2028

Ozford Institute of Higher Education Pty Ltd (OIHE or 'The Institute')

STRATEGIC PLAN 2023-2028

Approving authority	Governing Board
Purpose	The Strategic Plan is the key planning document for OIHE. It outlines the vision, mission and objectives of the Institute and provides key performance indicators for measuring the overall success of the organisation.
Responsible Officer	President and CEO
Next scheduled review	Dec 2028
Document Location	R:\Managers\OIHE\Strategic Planning
Associated documents	Business Plan, Governance Framework, Marketing Plan, Learning and Teaching Plan, Staff Professional Development Plan, Risk Management Plan and Quality Management Framework.

Contents

Our Vision

Our vision is to provide excellence in learning and teaching to enable a diverse cohort of students to achieve their goals in a contemporary global community.

Our Mission

Our mission is to provide quality higher education courses for students to achieve their educational and personal goals. A student's success is Ozford's success. We achieve this through:

- fostering an innovative and supportive learning environment where our students from diverse backgrounds attain knowledge, skills and values which enable them to participate effectively in their chosen career or field of expertise in the global community;

- enabling students to achieve their goals and to become lifelong learners and leaders in their communities;

- pursuing sustainable growth and diversity of markets while maintaining and improving the quality of our courses and our students' experience.

Our Values

Unity: We work together to achieve our vision, mission and strategic objectives.

Passion: We are passionately committed to delivering quality educational experiences and expanding all learners' horizons through scholarship informed learning and teaching.

Excellence: We strive for the highest quality in every aspect of our work, to underpin the entire student journey from recruitment and admission to graduation.

Respect: We respect all our students, staff and other stakeholders[1] by providing a caring community based on openness, fairness and friendship. We recognise that with rights come responsibilities to ourselves, our clients and our stakeholders.

Integrity: We act responsibly and honestly in all we do.

Diversity: We promote intercultural awareness and understanding through authentic experiences both within the OIHE community and the broader Australian and global community.

Our Promise

We promise to be true to our Vision, Mission and Values and to provide personalised course offerings and services in a supportive learning environment.

Our success will be measured not only by graduate outcomes, but also by student achievement more broadly, such as articulation to a university or pre-graduation employment.

Our Strategic Objectives

1. Learning, Teaching and Scholarship: *To support excellence in learning, teaching and scholarship which delivers practical outcomes.*
2. Student Experience: *To nurture students through their learning journey and maintain quality and standards throughout.*
3. Engagement: *To establish, cultivate and advance relationships with industry, professional bodies, government, our staff, our alumni, and other higher education providers including universities.*
4. Sustainable Future: *To pursue a future that delivers economic, cultural, and environmental sustainability, underpinned by organisational growth and diversification that balances commercial outcomes with maintaining and improving quality.*

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[1] We see our Stakeholders as students, their parents, graduates, academic and professional staff, employers and industry bodies.

The Strategic Plan is complemented by a range of other OIHE plans and frameworks which strengthen and reinforce OIHE's overall operations. These plans include:

- a Business Plan
- a Governance Framework;
- a Risk Management Plan;
- a Marketing Plan based on a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and competitor analysis;
- a Quality Management Framework;
- a Learning and Teaching Plan; and,
- a Staff Professional Development Plan.

Strategic Objective 1: Learning, Teaching and Scholarship

❖ **To support excellence in learning, teaching and scholarship which delivers practical employment outcomes**

Key Features

- Students, their welfare and quality graduate outcomes are at the centre of all we do.
- Offering courses which are of interest to students, informed by theory and research, that are well-recognised and of relevance to contemporary industry and potential employers.
- Our learning and teaching draws upon Boyer's model of scholarship which advocates curriculum and pedagogy based upon discovery, integration, application and understanding of learning.
- Recognition that teachers and students are both learners and teachers
- Work Integrated Learning component in courses to expose students to real-life workplaces and to develop practical graduate attributes

Key Implementation Strategies:

1.1 Ensure ongoing registration and re-registration by delivering AQF appropriate, relevant and quality courses;
1.2 Plan and Apply approaches to learning, teaching and assessment based on solid research designed to optimise student success;
1.3 Apply a continuous improvement loop which addresses and responds to feedback on curriculum design, course delivery, assessment and learning performance
1.4 Employ, support, recognise and develop academic staff with a history of teaching excellence and/or academic leadership;
1.5 Develop and maintain business and industry links for WIL placements and overall delivery;

Performance Monitoring

The main areas for monitoring achievement of Strategic Objective 1 include:

1.1 Meeting relevant standard(s) in Higher Education Standards Framework (Threshold Standards) 2021;

1.2 Regular monitoring and reporting of learning and teaching activities through academic governance mechanisms

1.3 Quality assurance, review and benchmarking systems in place

1.4 System in place to recruit, induct and develop staff, monitor and review staff competence and performance

1.5 Annual benchmarking and course review reporting.

Strategic Objective 2: Student Experience

❖ **To nurture students through their learning journey and maintain quality and standards throughout.**

Key Features

- A supportive learning environment where students from diverse cultural and socioeconomic backgrounds attain knowledge, skills and values.
- Provision of attractive, flexible and well-designed and fitted out formal and informal learning spaces conducive to positive engagement between staff and students, peer-to-peer interaction and the development of professional working relationships.
- Small class sizes and a range of personalised support mechanisms such as learning skills support, a well-equipped library and access to electronic learning resources.
- A structured approach to identifying students at risk of not making satisfactory progress through their course and of developing intervention and support strategies to help students achieve their goals and aspirations.
- Listening and responding to the student voice to improve the learning and teaching and student experience.
- Well qualified and passionate academic and professional staff

Key Strategies:

2.1 Select and admit students who are capable to succeed in their chosen course(s) of study.
2.2 Provision of supportive, individualised and innovative learning opportunities;
2.3   Provision of targeted student support services;
2.4 Provision of engaging formal and informal learning spaces;
2.5 Multiple opportunities for student to provide feedback and suggest improvements to the learning experience;

Performance Monitoring

The main areas for monitoring achievement of Strategic Objective 2 include:

2.1 System in place to monitor and review admission and student progress

2.2 System in place to monitor and review student engagement in learning and teaching activities (refer to 1.2), including identifying and monitoring at-risk students.

2.3 Annual review and report on student support services, taking into account student cohort and needs.

2.4 System in place to monitor and review the use of learning spaces.

2.5 System in place to collect, analyse, respond and review student feedback and satisfaction data, including QILT survey outcomes

Strategic Objective 3: Engagement

❖ **To establish, cultivate and advance relationships with industry, professional bodies, government, our staff, our alumni and other higher education providers (HEPs) including Universities.**

Features

- Positive engagement with education, relevant business and professional communities.
- Articulation and benchmarking agreements to enable students to transition smoothly between providers.
- Articulation for students undertaking Ozford pre-higher education programs into degree courses.
- Credential relationships with the CPA Australia and CAANZ
- External links and input through Board and Committee membership, course development and review processes, and external moderation approaches
- Active participation in industry forums and conferences

Key Strategies:

3.1	**Industry and professional bodies**: Seek involvement and accreditation with relevant professional bodies and build industry networks including through WIL placements
3.2	**Governance:** Engage with external independent expertise and representatives from the higher education and business sectors in the institute's governance and other operations
3.3	**Staff:** Consult staff on key strategic and operational matters and involve them in decision making
3.4	**Alumni:** Establish and support an active alumni association.
3.5	**Other HEPs:** Establish strategic partnerships, including course articulation and cross-credit arrangements, with other private HEPs and universities, both locally and overseas

Performance Monitoring

The main areas for monitoring achievement of Strategic Objective 3 include:

3.1 Plan and system in place to establish, monitor and review professional bodies accreditation and industry network

3.2 Plan and system in place to monitor and review engagements with external expertise from the industry, sector and the government.

3.3 System in place to collect and review staff feedback

3.4 Plan in place to establish, engage and support the alumnus.

3.5 Plan in place to establish, monitor and review partnership with other HEPs.

Strategic Objective 4: Sustainable Future

❖ **To pursue a future that delivers economic, cultural, and environmental sustainability, underpinned by organisational growth and diversification that balances commercial outcomes with maintaining and improving quality.**

Features

- a holistic approach to sustainability that has financial, cultural, environmental and regulatory dimensions.
- effective governance and audit and risk management structures and processes, strong academic leadership, experienced and well-organised management and efficient use of the Institute's resources.
- a supportive learning environment that values and embraces cultural diversity
- environmentally sustainable work practices for the future of the planet integrated into the curriculum
- a sustainable regulatory future
- a range of policies, procedures, practices and plans that take into account issues related to financial, cultural environmental and regulatory sustainability

Key Strategies:

4.1 **Governance:** Underpin OIHE activities with a strong three-pronged governance structure which clearly separates regulatory, academic and operational functions;
4.2 **Financial**: Sufficient and robust financial and resource planning and operation;
4.3 **Cultural:** Recruit and support a diverse community of students and staff;
4.4 **Environmental:** Manage the Institute's resources efficiently effectively and environmentally;
4.5 **Organisational growth and diversification**: Positive growth and diversification in student cohort and course offerings
4.6 **Risk**: Manage risks to ensure financial, cultural and environmental sustainability

Performance Monitoring

The main areas for monitoring achievement of Strategic Objective 4 include:

4.1 Ensure regulatory compliance by implementing effective governance processes

4.2 Annual financial report and review

4.3 Plan in place to recruit and support a diverse student and staff cohort

4.4 Effective implementation of the business and financial plan.

4.5 Plan in place to grow student numbers and course offerings based on research and feedback

4.6 Embed risk management practices in our business

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Ozford Institute of Higher Education Organisational Chart – February 2023

President/CEO

- **Secretariat Support**

- **Academic Dean**
  - **Academic Coordinator**
    - **Sessional Lecturers**
  - **Student Services & Admin officer**
  - **Academic Support & Skills officer**

- **Head of Marketing and Student Experience**
  - **Student Experience Officers**
  - **Admissions officers**
  - Recruitment officers
  - Digital Marketing & Branding

- **Compliance Manager**

- Finance Manager
  - Book Keeper

- IT Manager
  - IT Officer