

Strategic Focus 2014-2016

Goals for the 2014-2016 period

Vocational Education and Training (VET) sector focus

We will develop VET specific program content, particularly for TAFE and dual sector institutions. The focus will be on sponsored cohorts and customised programs, starting in the capital cities across Australia.

International engagement

Responding to an increasing international demand for assistance in building capacity in the rapidly expanding tertiary education sectors in our region, we will build international engagement capability through domestic and international symposia and programs, and support regional partner agencies in the capability development of their institutional leaders.

Postgraduate award programs

We will develop further pathways and articulation options for our Masters and Graduate Certificate courses through single subjects, cross-institutional enrolments, and sponsored cohorts and custom award programs in partnership with professional associations.

Professional development programs

Framed around the key challenges of tertiary education, we will develop clearer professional development and leadership programs based on audience segmentation and themes. Through our bespoke programs we will seek to provide interventions aligned with institutional development strategies.

Research themes

We will extend our research project on university profiles to the VET sector and undertake a pilot survey of universities to benchmark innovation indicators and practices.

Public policy programs

We will build on our contribution to the national public policy debate through proactive media commentary and public policy seminars, and the publication and dissemination of reports and papers. We will harness the policy expertise of our Fellows network to inform our research projects and programs and further build on our partnership with the Melbourne Centre for the Study of Higher Education.

Improving our programs and services

Postgraduate award programs

The Institute offers a series of innovative, flexible and nested award programs delivered in blended and online modes. To expand the accessibility of our programs we will adopt the following approaches.

Domestic partnerships and pathways into award programs

- Expand specialisations to include Research Management, TAFE governance, Higher Education Governance
- Explore possibilities for cross-institutional enrolments for tertiary education managers studying more generalist masters programs, like the MBA
- Partner with other institutions with similar interests to share electives and develop pathways into our Masters program

Sponsored cohorts of domestic and international students

- Expand the provision of custom award programs for domestic and international cohorts
- Develop a specific strategy for the VET sector for sponsored regional or institutional cohorts

Conversion of non-award into award program enrolments

- Expand guided and sponsored [Emerging Leaders and Managers Program](#) (eLAMP) cohorts and develop strong moderator and facilitator networks to ensure quality and sustainability of the program
- Offer award subjects as single subjects for professional development which if taken 'for assessment' provide direct pathways with credit into our postgraduate award programs

International opportunities

- Offer eLAMP to other countries in the region and in other languages
- Through franchising arrangements, offer a variant of the [Master of Tertiary Education Management](#) off-shore

Professional development

The themes for our professional development activities will continue to be informed by ongoing discussions with our institutional contacts and partners such as professional bodies and associations and institutional leaders. Themes include:

- Industry collaboration and partnerships
- The challenge of globalisation and engagement with Asia
- Engaging the modern workforce: making universities employers of choice
- New business models: the agile university
- The changing student relationship with the university
- Major Infrastructure and long term asset management
- Governance in Higher Education and VET sectors
- Leading change and building institutional change capability

We will expand our leadership programs for senior executive cohorts to include themes such as strategy, organisational behavior, diversity, commercial negotiation, partnership management, networking with industry, influencing and coaching with inputs from experts from other sectors and business schools to support leaders in their transition from middle to senior levels.

Program delivery for leadership and short courses will be re-designed to reflect the needs of the sector for more flexible and blended formats. Our program content and presenters will provide a more international orientation.

A series of 'Good Practice Guides' are proposed to identify frameworks, assess and articulate good practice across the tertiary sector. For these the following themes are being considered:

- Building Change Capability and Resilience
- Industry Engagement and Partnerships
- Workforce Development
- Strategic Risk Management
- Governance
- Managing Institutional Quality Assurance
- Research Management

These guides will be freely available through the Institute website and provide the basis for bespoke or short professional development courses.

Bespoke programs

Our bespoke programs provide institutions with a tailored intervention that enables greater alignment with organisational change strategies and the building of individual or cohort capabilities. We will deliver a suite of in-house programs incorporating content from our executive development programs so as to require minimal tailoring; and expand and diversify our network of Fellows to ensure we provide a full range of expertise across tertiary and other sectors.

Research and research training

Since its establishment, the Institute has emphasised the importance of research underpinning its training and education activities. Key research topics for the triennium are:

- Creating a vibrant tertiary education workforce
- Increasing productivity in tertiary education
- Performance measurement and business intelligence
- Strategic research management
- Institutional profiling

The outcomes of these projects will be documented in research briefings provided to the sector.

Over the next three years, the Institute, as part of a global consortium of universities, including New York University, the University of Stellenbosch and the University of Oslo, will continue to participate in an international Higher Education Policy Summer School (HEPSS) for PhD students. The objectives for HEPSS are to build participating students' academic and professional capabilities through intensive seminars with leading researchers and to help prepare students for the real world of academic and policy research.

Public policy programs

Over the 2014-2016 period the Institute will continue to provide a forum for dialogue on policy debate. Collaborating within the framework of the Melbourne CSHE, and in close consultation with peak bodies and governments, an annual program of seminars and webinars will be developed, to be offered across state capitals. In addition, the Institute will continue to organise topical public events on a more ad hoc basis, playing to current developments and showcasing international visitors.