

## THE EIT STRATEGIC PLAN 2021-2031

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## Preface

### **Message from the Dean of Engineering**

This Strategic Plan is based around harnessing the new online technologies in both our online and classroom courses using highly experienced instructors from industry on a global basis.

The key strengths of EIT's activities have been in the provision of engineering courses by highly experienced industry practitioners, to mature age students through innovative online learning technologies (especially synchronous e-learning, remote and virtual labs). In addition, we see opportunities in applying these online methodologies to classroom- based courses to provide a blended solution. We believe that correct application of these technologies can provide an experience equivalent to or indeed often superior to that of a classroom on its own. In addition, this method of provision of courses is considerably more convenient and flexible for mature age students who are holding down a career and have other significant challenges in terms of personal commitments.

In addition, based on developments particularly in the United States, we believe the increasing globalisation of education will have a significant impact on engineering and technology in higher education in creating a far more competitive environment (e.g. from MOOCs) and it is thus vital that Australia has an equivalent institution providing programs on a worldwide basis. EIT aims to build upon the success of its VET offerings to create a seamless pathway to higher education degree programs.

The EIT Strategic Plan is underpinned by significant consultation with all current stakeholders in its preparation and I acknowledge the enormous contribution from current students, staff and consultants in its formulation.

I commend this Strategic Plan to you.

Steve Mackay PhD  
Dean of Engineering

## Purpose

The purpose of the EIT Strategic Plan is to indicate the approach and principles that will guide the development of EIT's operations during the next ten years, 2021 – 2031. As well as indicating the context in which EIT will operate, it sets out the vision, the mission, the core values, goals, approach, key performance indicators and overarching principles as well as indicating the key competitive business and learning advantage of the institution.

## Scope

This Strategic Plan is relevant for all members of EIT's higher education community.

## Context

This Strategic Plan has been developed in the light of significant changes influencing the Education sector in Australia, which are particularly relevant to this institution as it seeks to bridge the divide between the vocational and higher education sector and worldwide movement to online learning.

EIT has been founded on the pioneering work done by its sister institution, IDC Technologies, in providing engineering training to over 500,000 engineers, technologists and technicians throughout the world over the past twenty years.

Initially established as IDC Technologies providing short courses throughout the world with over 500,000 students over the past two decades, EIT was formed as an Australian Government Registered Training Organisation (RTO), providing online learning. EIT has already built up an enviable track record with significant experience in the provision of high-quality VET courses: Diploma, Advanced Diploma and Graduate Certificate courses to tens of thousands of students throughout the world with excellent feedback on the quality of materials, method of instruction and the experience and knowledge of its lecturers.

The current focus of the engineering education offered by EIT's VET operations is in the fields of electrical engineering, mechanical engineering, civil engineering, industrial automation, chemical engineering, biomedical engineering, industrial data communications and networking. At present, at any one time, EIT has over 1200 VET students attending these courses provided solely through online learning (using web, video conferencing software and remote/virtual labs) with highly experienced lecturers at locations throughout the world and with students drawn from over 140 countries.

EIT added higher education to its operations in 2014 and has seen rapid growth since then, currently delivering bachelor, graduate certificate, master and doctorate programs to over 500 students through online learning, as well as on-campus delivery to a small cohort of international and domestic students in Perth and Melbourne.

This Strategic Plan has been developed for EIT's continuing growth in the delivery of online VET and higher education courses, and the recovery of on-campus delivery following the COVID-19 pandemic.

## Mission

Our mission is to provide students throughout the world with measurable and significant productivity gains in their workplaces through cutting edge and applied engineering and technology higher and vocational education.

## Vision

By 2031, EIT will be internationally recognised for its online learning education in the engineering and technology areas. We will draw students from throughout the world because of our reputation for engineering programs which are strongly industry oriented coupled with graduate attributes that make our students employees of choice. Specifically:

- We will be ranked in the upper half of Australian universities in our education performance in engineering education (characterized by an emphasis on our hands-on online engineering labs).
- We will have 1900 full-time equivalent students drawn from throughout the world in a range of higher education engineering courses.
- Our courses will be world renowned for the way they prepare engineering para-professionals and professionals through both blended and online learning for careers in demand.

## EIT Core Values

EIT's values are an intrinsic part of its culture. These values listed below give a sense of identity and a context for all its activities, including:

- Excellence and quality in all our endeavours
- Scholarly integrity and excellence
- Sustainability
- Respect for the individual, equity, social justice and ethics
- Free intellectual enquiry
- Innovative, creative and entrepreneurial.

## EIT Principal Community Contribution

We support Australia as a socially inclusive society, building Australia's engineering skills base with a focus on mature age students who need flexible, affordable education in the context of sustainability – on a regional, national and international basis. In operating on a global basis, EIT aims to draw students from vastly different nationalities, cultures and religions, so we can significantly enhance the degree of understanding.

## EIT Competitive Business Advantage

EIT has a significant advantage in terms of providing a high quality, flexible and affordable online learning engineering experience to mature age students throughout the world using innovative e-learning, remote and virtual lab technologies with highly experienced lecturers drawn from industry and academia. In addition, EIT offers articulation processes (and recognised prior learning provided with integrity and academic rigour) from existing (or partially completed) qualifications from other educational institutions. Finally, with regard to EIT's global footprint, international accreditation from a wide range of higher

education accreditation bodies has been achieved, and will be expanded. This will thus help the international career mobility of all EIT graduates.

## EIT Goals

Objectives, which are both qualitative and quantitative, have been listed under each of the nine goals set out below. These goals will be monitored and acted upon in our two-decade tradition of bi-weekly staff meetings which commenced with IDC and EIT's VET operations 20 years ago. At these meetings, progress will be monitored and reported and strategies put in place to achieve the goals. The achievement of these goals will also be reported to the Governance and Academic boards who meet on a quarterly basis. This will allow the Governance and Academic Boards to form a tighter connection with EIT in terms of keeping touch with developments and providing their independent counsel.

## Implementation

Note that annual reporting against these goals and KPIs will be at the nearest board meeting to February in each year using this document as a template. Exceptions – where a KPI has not been achieved will be discussed and solutions actioned.

The job titles used below are:

- Dean (CEO)
- Deputy Dean
- VET College Manager
- Higher Education Manager
- Learning Support Officer (LSO)
- IT Manager
- Academic Resources Manager
- Accreditation & Compliance Manager
- Marketing Manager
- Accountant
- Human Resources (HR) Manager

## Goal 1: To Encourage Excellence in Teaching and Learning

### Rationale and Strategy

EIT will provide a high-quality student-centred learning experience characterised by an emphasis on flexibility, the basis for a professional engineering career and in encouraging lifelong learning, critical enquiry and best practice.

In the context of the traditional online learning approaches, the learning and teaching provided by EIT can be considered to be somewhat more challenging than solely classroom-based study. EIT will offer highly interactive synchronous e-learning as a core, supplemented by asynchronous e-learning and hands-on remote and virtual laboratories. EIT aspires to a learning experience that can indeed be at least equivalent to or considerably better than a traditional classroom experience. The use of online learning fits well with mature age students, the massive growth in mobile technologies, as well as those from a disadvantaged background.

EIT's specific approach to online learning will work well in a blended approach with classroom-based courses, or in conjunction with partners or clients who still want to (partially) use classrooms.

|    | Strategy/Action  | Responsible for Implementation   | Key Performance Indicator  | Monitoring and Reporting Responsibilities                               |
|----|--|--|--|---|
| 1. | Provide a great student experience, appropriate to the age, stage, background and circumstances of a diverse student population. | VET College Manager;<br>Higher Education Manager (Strategy and Governance);<br>Higher Education Manager (Learning Support);<br>Academic and Administrative staff | <b>Higher Education:</b><br>"Overall Student Experience", "Skills Development" and "Learner Engagement" rating in QILT Student Experience Survey (SES) is in the top 3 engineering schools.<br><br><b>VET:</b> Student responses on course questionnaires show a rating of 8/10 or above for overall student experience. | VET College Manager<br>Higher Education Manager (Strategy & Governance) |

|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b>  | <b>Key Performance Indicator</b>   | <b>Monitoring and Reporting Responsibilities</b>                            |
|----|--|--|--|---|
| 2. | Students to be supported to achieve outstanding academic results.  | VET College Manager;<br><br>Higher Education Manager (Strategy and Governance);<br><br>Higher Education Manager (Learning Support);<br><br>Academic and Administrative staff | <b>Higher Education:</b><br>TEQSA Provider Risk Assessment annual report rates Student Progress Rate risk as "Low".<br><br><b>Higher Education:</b><br>TEQSA Provider Risk Assessment annual report rates Student Attrition Rate risk as "Low".<br><br><b>VET:</b> Attrition rate is =< 20%.   | VET College Manager<br><br>Higher Education Manager (Strategy & Governance) |
| 3. | Draw on the extensive industry experience of lecturers to enhance the learning experience and career opportunities for EIT students. | Dean, Deputy Dean and academic staff   | <b>Higher Education:</b><br>"Teaching quality" rating in QILT Student Experience Survey (SES) is in top 10 engineering schools.<br><br><b>Higher Education:</b><br>CEQ Overall Satisfaction rating in QILT Graduate Outcomes Survey >80%.<br><br><b>Higher Education:</b><br>"Overall Employed" percentage in QILT Graduate Outcomes Survey >80%.<br><br><b>Higher Education:</b><br>TEQSA Provider Risk Assessment annual report rates Student to Staff Ratio risk as "Low".<br><br><b>VET:</b> Overall student satisfaction with lecturers in course questionnaires => 80% | Deputy Dean   |



|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>   | <b>Monitoring and Reporting Responsibilities</b>                             |
|----|--|---------------------------------------|--|--|
| 4. | Deliver courses that ensure that graduates can effectively apply skills in their employment. | Dean, Deputy Dean and Academic Staff  | <p><b>Higher Education:</b><br/>TEQSA Provider Risk Assessment annual report rates Graduate Satisfaction risk as “Low”.</p> <p><b>VET:</b> Overall graduate satisfaction indicated in post-course questionnaires =&gt; 80%</p>   | Deputy Dean  |
| 5. | Manage integrity of assessment in all delivery modes.  | Dean, Deputy Dean and academic staff  | <p>Reduction in the % of serious (level 3) academic misconduct cases compared to the previous year.</p> <p>Reduction in % of academic misconduct cases identified in students in Yr 2 and beyond.</p> <p>Spend 2 hours per year, per student, on education about academic integrity.</p> | VET College Manager<br><br>Higher Education Manager (Strategy & Governance). |

## Goal 2: To Encourage Excellence in Student Learning Support

### Rationale and Strategy

EIT students will have growing pressures due to increased workload, time constraints, and personal challenges as most will be studying part-time at distant locations while employed. In addition, there will be students in a local classroom environment who will be exposed to a blended learning environment (online + classroom). This is further complicated by the provision of online learning on an international basis with different time zones. Taking these issues into account, EIT's advantage is based on its experience in providing a high-quality experience to all of its students no matter where they are located in the world or their individual circumstances. The ongoing challenge is for EIT to continue to be flexible and responsive to its students.

With the proper strategies in place, the online learning environment can be made into a considerably more congenial and connected environment between students, lecturers and support staff (than even for a traditional residential college). This is currently achieved in a number of ways, including building up strong relationships with our highly skilled Learning Support Officers (LSOs) who are dedicated to, and assist students with academic issues, along with any extra-curricular problems such as financial and personal issues. Our overseas offices and staff take calls outside Perth hours and this gives a strong 24x7 presence. Our lecturers are in constant contact with students by web conference, phone and email for their particular units/modules presented.

We have a dedicated labs manager to support the Remote and Virtual labs who will provide quick support to students and regular lab tutorial sessions.

EIT will aim to, with the availability of the latest internet web and video conferencing technologies, provide close and enduring linkages between students and lecturers, by supporting both.

|    | Strategy/Action   | Responsible for Implementation  | Key Performance Indicator   | Monitoring and Reporting Responsibilities                                   |
|----|---|---|---|---|
| 1. | Optimise personal student support and encourage all staff to see pastoral care as a primary responsibility. | VET College Manager;<br>Higher Education Manager (Strategy and Governance);<br>Higher Education Manager (Learning Support);<br>Academic and administrative staff. | <b>Higher Education:</b><br>"Student Support" rating in QILT Student Experience Survey (SES) is in the top 3 engineering schools.<br><b>VET:</b> Overall student satisfaction with learning support in course questionnaires => 80% | VET College Manager<br><br>Higher Education Manager (Strategy & Governance) |

### Goal 3: To Encourage Excellence in Management, Staff and Staffing Processes

#### Rationale and Strategy

A key attribute of EIT's success has been in recruiting and retaining high quality experienced staff (both academic and administrative staff). The academic staff cohort are mainly part-time, highly experienced, (mainly) professional engineers and technologists working in industry. EIT intends to continue to recruit and retain high quality staff and ensure that they are qualified and experienced to teach into its courses. There will be special challenges in this situation, especially in terms of lectures presented after hours with sometimes challenging time zone issues being confronted by both staff and students.

EIT aims to continue to improve staff recruitment and retention strategies, support a work-life balance through flexible working arrangements (e.g. working parents), career development and effective leadership and management. Finally, EIT will promote the achievement of equitable participation for women as engineering lecturers as a challenging but critical objective in a traditionally male dominated profession.

|    | Strategy/Action   | Responsible for Implementation | Key Performance Indicator   | Monitoring and Reporting Responsibilities |
|----|---|--------------------------------|---|---|
| 1. | Promote amongst staff a strong commitment to the objectives of EIT, by the Human Resources Manager, and bi-weekly staff meetings.   | Human Resources (HR) Manager   | Satisfaction rating of 80% or higher with EIT as an employer in Staff Evaluation surveys.                       | HR Manager                                |
| 2. | Support staff to obtain diploma and higher education qualifications, for both academic and administrative staff, on a measurable annual basis.                                  | HR Manager                     | At least 20% of staff undertaking further study each year.  | HR Manager                                |
| 3. | Provide professional and personal development and further education opportunities for academic and administrative staff to enable them to enhance their career-oriented skills. | HR Manager                     | Each staff member (incl. part-time) to attend at least one two-day appropriate course each year, or equivalent. | HR Manager                                |

## Goal 4: To Encourage Excellence in Scholarship and Research

### Rationale and Strategy

Teaching is the primary focus of EIT, and therefore it is integral to teaching and learning that applied research and scholarship should be encouraged and supported. EIT will encourage and support academic staff and students to participate in scholarly activities and ensure that applied research underpins teaching and learning.

A core focus of EIT's operations has been in researching and developing remote and virtual labs, remote engineering and web and video conferencing software and it is expected that this work will be extended significantly.

|    | Strategy/Action  | Responsible for Implementation | Key Performance Indicator  | Monitoring and Reporting Responsibilities |
|----|--|--------------------------------|--|---|
| 1. | Encourage a culture of academic freedom, enquiry, intellectual challenge and scholarship among academic staff with a focus on applied applications and skill in engineering in the context of an online environment. | Dean and Deputy Dean           | Each higher education academic staff member to spend the equivalent of at least 2 hours per week full time equivalent FTE on applied research and scholarship related activities, and aspiring to research where grants have been awarded. | Deputy Dean                               |
| 2. | Apply for grants for research and development grants from the Commonwealth government (e.g. Ausindustry), state governments and corporations.  | Dean                           | Target at least one comprehensive applications per year for research grants (at R & D (or R & D tax claims) in engineering and technology or related R & D (Minimum of \$120k p.a.).   | Dean                                      |

|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>  | <b>Monitoring and Reporting Responsibilities</b> |
|----|--|---------------------------------------|---|--|
| 3. | Encourage and support academic staff to publish regularly the outcomes of their scholarship and research in scholarly journals, books and other means, and to financially reward staff appropriately.  | Deputy Dean                           | Target at least one book and ten journal articles per year by EIT students and academic staff collectively.   | Deputy Dean                                      |
| 4. | Encourage and financially support staff to present at the regular conferences held by our sister company, IDC Technologies, and other organisations where they can form communities of practice in an industry intense environment.  | Dean and Deputy Dean                  | Target at least 8 engineering conferences per year.<br><br>Target at least 12 free engineering webinars p.a. presented by the Dean or academic / industry professional on breaking topics publicising our work. | Deputy Dean                                      |
| 5. | Embed senior academic leaders within the organisation to strengthen the organisation's academic capability. Senior academic leaders typically make a strong contribution to key academic policies for the organisation, internal quality review, supervise staff and show professional leadership in their field of expertise. | Dean and Deputy Dean                  | TEQSA Provider Risk Assessment annual report rates Senior Academic Leaders risk as "Low".   | Deputy Dean                                      |

## Goal 5: To Encourage Excellence in Academic Course Resources

### Rationale and Strategy

The rapid change in engineering and computer technology places significant strain on providing up-to-date course resources. It is thus critical that EIT works closely with industry and its industry experienced and active lecturers to ensure that course resources (books, videos, traditional, remote and virtual labs) are kept up to date. With the advance in technology, EIT is working to replace the traditional 'book' with highly interactive learning resources. Every year, EIT pays a huge amount to access copyrighted resources and needs to leverage this facility more extensively.

EIT will ensure that data used for the presentation of courses will be subjected to rigorous processes to ensure integrity of content. EIT will aim to maintain a timeframe of monthly monitoring and updates. EIT's Academic Resources department will update existing materials accordingly.

The expertise of mature age students who are working in the engineering industry will be recognised and included to improve resources.

It is also important for EIT to devote resources to researching, talking to industry and identifying new topics in courses which need to be created to ensure its students are skilled and made knowledgeable in courses that are in demand. It will also aim to identify new courses that could be developed.

As EIT courses will be presented on a worldwide basis with differing local standards, EIT will aim to cover all the local standards effectively without compromising the integrity of the academic courses to ensure that the needs of international practising engineers are addressed.

It should also be emphasized that this focus on resources is definitely not intended to replace the lecturer but to act as a support. The lecturer is still expected to personalize the resources to their requirements in presenting an outstanding course.

|    | Strategy/Action   | Responsible for Implementation      | Key Performance Indicator   | Monitoring and Reporting Responsibilities |
|----|---|-------------------------------------|---|---|
| 1. | Monitor and provide sufficient budget to continually improve all course resources by ensuring that they continue to be state-of-the-art, practical and applied. | Dean and Academic Resources Manager | <p><b>Higher Education:</b> "Learning Resources" rating in QILT Student Experience Survey (SES) is in top 3 engineering schools.</p> <p><b>VET:</b> Overall student satisfaction with learning resources in course questionnaires =&gt; 80%</p> | Academic Resources Manager                |

|    | <b>Strategy/Action</b>  | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>   | <b>Monitoring and Reporting Responsibilities</b> |
|----|---|---------------------------------------|--|--|
| 2. | Offer academic courses that are highly regarded within the engineering profession.  | Dean and Deputy Dean                  | Ensure at least four new courses are accredited by TEQSA or TAC (Training Accreditation Council) per annum.  | Accreditation and Compliance Manager             |
| 3. | Continue to build significant supporting materials for all courses to be made available to students as reading materials. | Academic Resources Manager            | A minimum of 1000 new pages from outstanding engineering books per month made available for students (under the Australian Copyright Act).<br><br>Increase journal and eBook library by 20% p.a. | Academic Resources Manager                       |

## Goal 6: To Encourage Excellence in Partnerships and Engagement with Industry

### Rationale and Strategy

EIT aims to ensure that all its graduates are in demand by industry and commerce. EIT will endeavour to foster close collaboration, partnerships and linkages with industry to identify trends and to take prompt corrective action where required. EIT will capitalize on the opportunity arising from many of the lecturers being working professionals in industry, to enable the building of partnerships and engagement with industry.

|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>  | <b>Monitoring and Reporting Responsibilities</b> |
|----|--|---------------------------------------|---|--|
| 1. | Continue to develop partnerships in key industrial countries and with key employers, to benchmark courses to ensure they continue to meet engineering professional standards and academic standards. | Dean and Deputy Dean                  | Ensure at least 3 significant partnerships or collaborative ventures per year with industry are formed. | Dean   |
| 2. | Emphasise work experience and industry ready approaches to course design, content and presentation.  | Dean and Deputy Dean                  | Ensure at least 60% of academics are also working in industry.  | Deputy Dean                                      |
| 3. | Support and promote substantial industry involvement in course projects (e.g. with web-based R & D database).  | Dean and Deputy Dean                  | Target 80% of the course projects (e.g. part of thesis) to be industry-based.                           | Deputy Dean                                      |



## Goal 7: To Encourage Excellence in Social Justice, Equity and Inclusion

### Rationale and Strategy

EIT aims to draw students from throughout the world with significant differences in nationality, culture and religion. EIT will aim to broaden equitable participation by students and staff and to encourage the development of a culture that values diversity, multiculturalism and social inclusiveness. In addition, some students will be drawn from some of the poorer countries (such as those in Africa and Asia) and EIT will provide them with the necessary support to make them feel included in the EIT community.

EIT aims to address the significant under-representation of indigenous Australians (especially those in remote communities) in engineering courses, and will aim to increase the enrolment in these areas. This is where the online learning element can be coupled together with EIT's strong offerings in VET and higher education courses, (for example, to help towards articulation into higher level degrees).

|    | Strategy/Action  | Responsible for Implementation | Key Performance Indicator   | Monitoring and Reporting Responsibilities  |
|----|--|--------------------------------|---|--|
| 1. | Ensure that EIT is free from discrimination of all kinds, and that it is a place of acceptance and understanding especially in a global context.   | Dean and Deputy Dean           | Target zero complaints from students and staff in terms of any form of discrimination.            | VET College Manager<br>Higher Education Manger (Strategy & Governance)<br>HR Manager |
| 2. | Ensure that all courses promote the recognition, understanding and development of ethical, moral and professional behaviour.   | Dean and Deputy Dean           | Target zero instances of unethical, immoral or unprofessional behaviour.                          | VET College Manager<br>Higher Education Manger (Strategy & Governance)               |
| 3. | Support students and encourage their integration into EIT activities by arming the community with social, cultural and international knowledge, skills and attitudes to improve the quality of life of all citizens. | Dean and Deputy Dean           | Number of different countries represented in the student body in a year to increase year on year. | VET College Manager;<br>Higher Education Manger (Strategy & Governance)              |

|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>  | <b>Monitoring and Reporting Responsibilities</b>                            |
|----|--|---------------------------------------|---|---|
| 4. | Provide financial support for students, especially from disadvantaged backgrounds (Including Aboriginal and Torres Strait Islanders), with supportive repayment schemes and scholarships over the duration of their courses. | Dean                                  | Total number of scholarships per year targeted at \$1m (one million) annually<br><br>Ensure that lower course fees are matched to incomes in each country (particularly Africa & Asia). | Dean to report to the Academic Board once per annum on scholarship program. |

## Goal 8: To Encourage Excellence in Financial Effectiveness and Financial Security

### Rationale and Strategy

In past, and recent, years there have been some destabilising global events (e.g. COVID-19, GFC and Brexit) occurring in the financial arena, necessitating educational institutions to take tighter control of their finances and to manage their financial risk more effectively. In addition, the education environment has been characterised by increasing competition, new learning technologies and deregulation on a global scale ('EdTech') since the beginning of the twenty first century; but rapidly increasing student fees.

EIT will aim to maintain a strong and secure financial base; to operate in surplus; ensure that all courses are viable and sustainable and that it has the resources to support the recruitment and retention of an excellent student and staff body.

In addition, with the more challenging financial conditions impacting on students, EIT will aim to provide outstanding value for fees paid by students and the funds they provide to support teaching, scholarship, research, professional training and career guidance for students. This requires that overheads are minimised and to ensure a careful balance to keep the surplus to a reasonable level based on a moderate return on funds invested.

|    | Strategy/Action   | Responsible for Implementation | Key Performance Indicator  | Monitoring and Reporting Responsibilities |
|----|---|--------------------------------|--|---|
| 1. | Ensure EIT has a small sustainable surplus with no borrowings and resources in order to survive any short-term financial shocks.  | Senior Accountant              | TEQSA Provider Risk Assessment annual report rates Financial Viability and Financial Sustainability risks as "Low".  | Senior Accountant                         |
| 2. | Ensure student growth is sustainable. A significant increase in student load has the potential to impact on the quality of student experience unless planned for and managed, for example, through adequate investment in infrastructure, academic teaching staff, student support and teaching and learning resources. | Dean                           | <p><b>Higher Education:</b> TEQSA Provider Risk Assessment annual report rates Student Load risk as "Low", unless planned for.</p> <p><b>VET:</b> student number growth to be maintained at no more than 20% p.a., unless planned for.</p> | Dean                                      |

|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>                              | <b>Monitoring and Reporting Responsibilities</b> |
|----|--|---------------------------------------|---|--|
| 3. | Improve EIT marketing processes and impact (through means of paid campaigns, content marketing, email campaigns, marketing automation and word of mouth) as well as new courses and geographical regions to generate an additional 20-25%* of enquiries for courses per annum. | Marketing Manager                     | Number of course enquiries exceeding 20-25% growth per annum. | Marketing Manager                                |

## Goal 9: To Encourage Excellence in Physical Facilities and Systems

### Rationale and Strategy

Although most students may not often visit EIT's local facilities in Western Australia due to the provision of online learning; well-managed, reliable and high-quality facilities, equipment and software are critical to the success of this endeavour. High quality, well maintained labs are essential for both online learning and for students physically present at campus. Excellent classroom facilities are essential for classes presented in a classroom environment (as part of a blended approach. EIT will aim to ensure that the administrative systems, based on software, should be streamlined and simple; will be effective and will minimise the waste of paper; and will operate flawlessly on a multitude of different computer systems throughout the world.

With the climate change issue (esp. energy efficiency and minimization of emissions) at the forefront of all physical infrastructure planning, EIT will endeavour to ensure that our overall operations are carbon neutral and clearly demonstrate sustainability. This strategy will be assisted by our use of online learning and web conferencing, which necessitates considerably lower levels of travel for students, minimal power and water usage when compared with those for a traditional university campus.

|    | <b>Strategy/Action</b>   | <b>Responsible for Implementation</b>      | <b>Key Performance Indicator</b>  | <b>Monitoring and Reporting Responsibilities</b> |
|----|--|--|---|--|
| 1. | Develop outstanding campus facilities (including labs and classrooms) in West Perth initially (and then Melbourne, Sydney and Brisbane later in 2023) that are functional, appealing and reflect well on the mission and vision of EIT with a focus on Learning Centres rather than traditional campus.    | Dean                                       | Expenditure of at least \$40,000 p.a. in maintenance and improvements to college facilities for each campus.              | Dean   |
| 2. | Maintain IT resourcing to an excellent standard to ensure that the provision of broadband infrastructure and software (incl. phones, labs, LMS and web conferencing) operates 24x7 with minimal risk of failure, and is secure with redundancy. In addition, cyber security is maintained against attacks. | IT Manager (under supervision of the Dean) | Computer and internet percentage availability 99.5% over the entire year (including Web and phones against cyber-attack). | IT Manager                                       |

|    | <b>Strategy/Action</b>  | <b>Responsible for Implementation</b> | <b>Key Performance Indicator</b>   | <b>Monitoring and Reporting Responsibilities</b> |
|----|---|---------------------------------------|--|--|
| 3. | Continue to drive towards a carbon neutral operation throughout the facilities of EIT by minimising energy consumption. | Dean                                  | Ratio of energy consumption from power supply company to number of staff and on-campus students in West Perth to reduce by 10% p.a. (to zero emissions in 2026). | Senior Accountant                                |

## References:

Strategic Planning in Australian Universities by Don Anderson, Richard Johnson and Bruce Milligan (99/1, June 1999, Evaluations and Investigations Programme Higher Education Division from the Department of Education, Training and Youth Affairs).

Acknowledgement is made to the following universities for inspiration and use of parts of their strategic plans (accessed directly from their web sites):

- Australian Catholic University (Strategic Plan 2009 to 2011)
- University of Queensland Plan 2009 – 2013
- The University of Canberra's Thirty-nine Steps Strategic Plan 2008-2012
- The University of Adelaide Building a Great Research University Strategic Plan 2008-2012
- University of South Queensland Strategic Plan 2009 – 2013
- Strategic Plan University of South Australia Educating Professionals. Creating and applying knowledge. Engaging our communities.
- Murdoch University Strategic Plan 2010 – 2015
- TEQSA risk assessment framework
- QILT Surveys (GOS and SES)