The strategic planning process required us to consider the following three questions.

**Where are we now?**
In order to answer this we reviewed and examined external and internal trends that affect the Institute, analysed current strengths and identified key opportunities and threats.

**Where do we want to be?**
This question allowed us to create a vision of what we want the Institute to look like in the future.

**How do we get there?**
In answering this question key corporate and operational strategies for the planning period were established so the Institute’s vision could be realised.

This plan requires Holmesglen to engage with the knowledge economy by developing sophisticated and adaptable strategies, which facilitate diversity in all of our programs and services.

I recommend this plan to you.

Bruce Mackenzie  
Chief Executive Officer  
Holmesglen Institute of TAFE
Mission

The delivery and development of vocational education programs and value added services supported by high quality resources. Students receive every opportunity to achieve their educational goals.

Values

Access
We offer relevant vocational programs and services for all individuals through a variety of teaching modes, enhanced by relationships with other educational institutions and key industries.

Excellence
We strive to achieve best practice in all that we do.

Enterprise
We encourage business development strategies that are innovative, well resourced, responsive and entrepreneurial.

Integrity
We respect the individual and uphold the highest ethical standards by acting in a fair and objective manner.
Vision

In 2012, the Institute will:

- be a leader in post-compulsory education delivery;
- provide educational and value added services and facilities to help students achieve their career and personal goals;
- provide a professionally stimulating workplace for staff, encouraging confidence, motivation and pride in their work;
- be a leader in international education;
- maintain and expand its strong financial base to support business development strategies that are innovative, responsive and entrepreneurial;
- be recognised for its high quality management systems and services; and
- be respected and active in the vocational education system and the local, regional and international community, thus enhancing its reputation as a forward thinking market leader.
Vision 1: Program diversity

The Institute will be a leader in post-compulsory education delivery.

Strategies

1. Provide a diversified range of senior secondary, VE&T, undergraduate and postgraduate programs relevant to community and industry needs.

2. Develop new programs in the following areas:
   - vocational and preparatory
   - para-professional
   - degrees
   - Graduate Certificates
   - Graduate Diplomas
   - Masters degrees.

3. Promote excellence in teaching, supported by investment in high quality curriculum and learning resources.

4. Invest in innovative educational practices designed to enhance student learning.

5. Continue to develop and enhance partnerships that allow the Institute to pursue further growth opportunities for developing and delivering new programs.

6. Promote a scholarship culture by undertaking applied research that supports teaching and learning.

7. Secure endorsement from industry bodies and professional associations to enhance professional opportunities and employment prospects for students.
Vision 2 Students

The Institute will provide educational and value added services and facilities to help students achieve their career and personal goals.

Strategies
1. Provide high quality customer service to all students.
2. Provide a comprehensive suite of support services and amenities for students.
3. Provide safe, modern, well-maintained and fit-for-purpose facilities and equipment.
4. Provide opportunities to enhance student experience.
5. Provide pathways for students at the Institute to move seamlessly from course to course and sector to sector.
6. Establish systems to assist students to overcome financial disincentives to study.
7. Develop and publish a facilities masterplan for each campus for the 2007-2012 period.
Vision 3 Staff

The Institute will provide a professionally stimulating workplace for staff, encouraging confidence, motivation and pride in their work.

Strategies

1. Enhance existing services and amenities for staff.
2. Implement and regularly review an effective professional development plan for all relevant staff.
3. Implement strategies and programs to assist in succession planning at both Board and management levels.
4. Attract and retain suitably qualified, skilled and experienced staff.
5. Actively pursue renegotiation of terms of employment to provide flexibility that supports business and individual needs.
6. Create an association for past staff and Board members to network and contribute knowledge and experience to the Institute.
Vision 4: Internationalisation

The Institute will be a leader in international education.

Strategies

1. Develop new products that meet the needs of overseas students.
2. Actively participate in policy developments that relate to international education at a federal level.
3. Develop the overseas project capability of the Institute.
4. Grow offshore partnerships, particularly in China.
5. Continue to improve add-on services for international students.
6. Provide an increased range of programs to meet skill shortages in Australia.
7. Continue to build strong relationships with overseas agents.
8. Develop relationships with communities from overseas students’ home countries.
9. Improve customer service levels for international students.
10. Maintain cross-cultural professional development for staff.
11. Diversify and extend the Institute’s marketing strategies.
12. Diversify marketing sources.
Vision 5 Financial Strength

The Institute will maintain and expand its strong financial base to support business development strategies that are innovative, responsive and entrepreneurial.

Strategies
1. Implement an investment plan to consolidate and expand the Institute's financial base.
2. Develop corporate structures to maximise new business opportunities and returns on the Institute's investment.
3. Promote and/or develop external business partnerships to broaden the Institute's financial base.
4. Identify and develop appropriate revenue generators for the Institute.
5. Invest in identified opportunities or acquisitions to foster growth and innovation.
Vision 6 Management Systems

The Institute will be recognised for its high quality management systems and services.

Strategies

1. Review and continuously improve internal processes and the use of technology to create efficiencies.
2. Establish, implement and review efficiency targets.
4. Develop external business partnerships to enhance the Institute’s corporate services.
5. Ensure sustainable practices are implemented across the Institute.
Vision 7  Positioning

The Institute will be respected and active in the vocational education system and the local, regional and international community, thus enhancing its reputation as a forward thinking market leader.

Strategies

1. Continue to actively participate in public debate and discussions in areas within the Institute’s expertise.
2. Actively promote and showcase the achievements of the Holmesglen community to build awareness of the Institute and contribute to its profile and appeal.
3. Contribute to and participate in applied learning research and undertake research on key Institute or system issues.
4. Research and review the branding and positioning of the Institute in line with its competitive advantages and dynamic culture of achievement.
5. Undertake research to target markets with a view to positioning the Institute.
6. Contribute to the local, regional and international community by fostering partnerships with businesses, charitable organisations and community groups, particularly in education and training initiatives.
In formulating this strategic plan, Holmesglen needed to examine its stance towards the future. We had to consider how much of the planning and thinking within the Institute was based on continuity, on change processes and our reaction to them, and on our image of the future.

The Institute must take the view that its planning and actions can influence the future and can assist in expanding its possible future boundaries. The future envisioned is that in 2012 Holmesglen will:

- be an institute of choice;
- be characterised by successful and proud staff and satisfied customers;
- have a culture of growth and diversity;
- offer a wide range of programs supported by high quality facilities and resources;
- have a strong leadership and management;
- have a strong international focus; and
- have a commercial mix.

At the same time, factors outside the Institute’s internal planning and decision-making processes can influence its future scope. The growth of the knowledge economy is one of the biggest factors external to the Institute that could profoundly affect the demand for, and type of, educational programs and services.

Educational institutions will face both an increased demand as a result of these changes, and also increased competition. The capacity for institutions to restructure programs and develop courses will be vital.

Major external factors for Holmesglen to be aware of include:

- demand for more sophisticated, flexible and innovative training and educational programs and services;
- political environment;
- international competitiveness; and
- changing demands in the labour market.

Major internal factors for Holmesglen to be aware of include:

- staff ageing;
- leadership succession;
- Vocational College implementation;
- commercial strategies; and
- higher education programs.

Examination of these factors identified a number of key strategic drivers on which the seven visions for the Institute were based.
### Strategic Planning Process

**Planning Stage**

**Preliminary Planning**
- Design of strategic planning process
- Review of 2001 - 2006 Strategic Plan
- Identification of achievements
- Introduction of strategic thinking concepts (Voros, Sheehan etc)

**Development**
- Confirm the mission and values
- Visioning
- SWOT analysis
- Identify the main drivers
- Develop visions
- Develop strategies

**Consultation Across the Institute**
- Test strategy useability
- Operationalise the strategies
- Assess the impact across departments
- Seek input from managers, teaching staff and administration staff

**Final Presentation to Council**
- Implement the visions across all teaching centres and business units
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