



ELEVATING HIGHER
EDUCATION

Higher Education Leadership Institute

STRATEGIC BUSINESS PLAN

2019 - 2021

Annual revision 2020

Commercial – In – Confidence

TABLE OF CONTENTS

1.	Executive Summary	3
2.	History and Profile of the Organisation	4
3.	Our Vision & Mission	4
4.	The Product.....	5
4.1	HIGHER EDUCATION COURSES	5
4.2	HIGHER EDUCATION ADVISORY SERVICES	5
5.	The Team	6
6.	Environmental Situation Analysis	7
6.1	POLITICAL	7
6.2	ECONOMIC.....	7
6.3	SOCIAL	7
6.4	TECHNOLOGICAL	7
7.	S.W.O.T. Analysis	8
7.1	STRENGTHS	8
7.2	WEAKNESSES.....	8
7.3	OPPORTUNITIES	9
7.4	THREATS.....	9
8.	Strategic Objectives.....	10
9.	Action Plan to Achieve Strategic Objectives	11
10.	Measures of Success	12
11.	Version history	13

1. Executive Summary

This Strategic Business Plan (“the Plan”) covers the period 2019 to 2021 and was approved by the Board of Directors on 13 March 2019. This version incorporates the annual revision undertaken in the first half of 2020.

The Plan provides the foundation for future developments of the organisation by articulating the following key strategic objectives:

Objective 1 – Maintain HELI’s registration as an independent Higher Education Provider (iHEP).

Objective 2 – Enhance the learning experience for all HELI students and professional opportunities for HELI graduates.

Objective 3 – Grow student numbers

Objective 3a – Market HELI’s courses effectively.

Objective 3b – Build HELI’s cohort of international students (including development of Melbourne campus).

Objective 4 – Grow HELI’s higher education advisory services.

Objective 5 – Seek out opportunities for business development that align with the four preceding strategic objectives.

Having adopted the Plan, the next stage in the process is to translate these strategic objectives into actions which, when allocated to members of the organisation, will allow the objectives to be realised within the agreed timeframes. In addition, HELI has an ongoing system of monitoring and review to check progress on the achievement of strategic objectives and to revise the Plan as necessary.

2. History and Profile of the Organisation

The Higher Education Leadership Institute (HELI) was established in 2015 by its founding director, Dr Peter Ryan. Peter has over 25 years' experience in the tertiary education sector having been CEO of a successful dual sector provider for many years, formerly Chair of a successful and highly regarded HEP for 5 years, and currently Chair of two of Australia's largest independent higher education providers. Peter has been providing high level advice to many independent higher education providers, both private and public, for over 25 years.

In addition to the founder, HELI engaged a number of highly regarded tertiary education specialists with a broad range of educational skills and experience to assist HELI to develop its business processes and educational delivery (refer Section 5 – The Team).

Following approval as a higher education provider in November 2017, commencement of delivery of the accredited *Graduate Certificate in Higher Education Academic Practice* in July 2018 and FEE-HELP approval in December 2018, HELI continues to develop courses aimed at the professional development of higher education academic practitioners in the independent higher education sector.

In February 2020 HELI's Master of eLearning was accredited by TEQSA and HELI was approved as a CRICOS Provider in April 2020.

While HELI continues to provide higher education advisory services, the focus of this Plan is to further the development of HELI as an Independent higher education provider.

3. Our Vision & Mission

Elevate and grow the academic and professional education sectors through innovative and inspiring learning and teaching.

HELI will achieve its vision by:

1. Designing and delivering innovative postgraduate courses to meet the needs of the academic and professional education sectors.
2. Providing expert advisory services to independent higher education providers.
3. Expanding and improving our business through strategic partnerships.
4. Being a leader in our field.

4. The Product

4.1 Higher education courses

In July 2018, HELI commenced delivery of its accredited *Graduate Certificate in Higher Education Academic Practice* online targeting educators working in independent higher education providers. In July 2020, HELI will commence delivery of the *Master of eLearning* online and at its Melbourne campus to domestic and international students.

4.2 Higher education advisory services

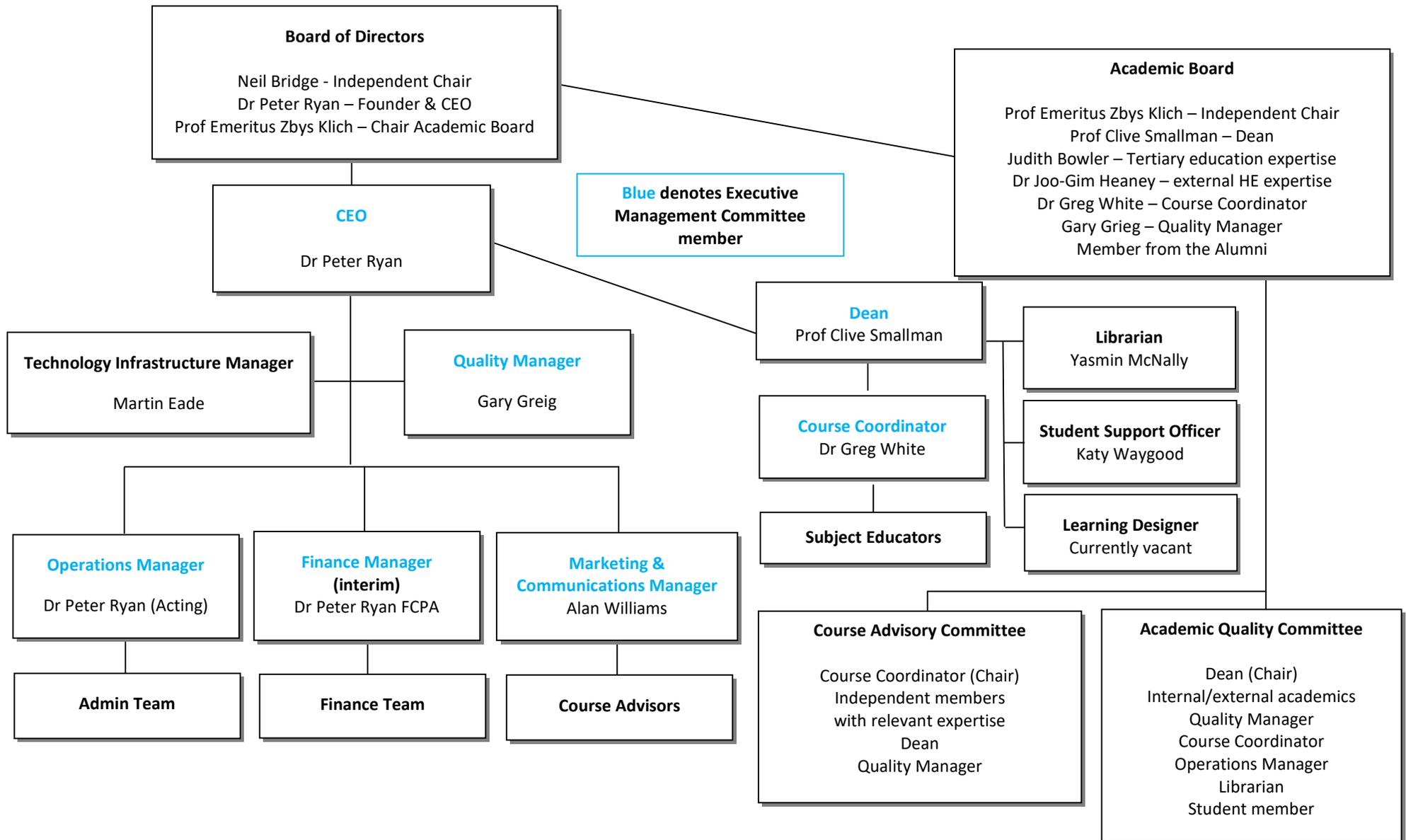
HELI's parent company, Peter J. Ryan & Associates Pty Ltd t/as Consult Ed provided advice to the higher education sector for over 12 years. In July 2015 HELI's parent company transferred its client base and intellectual property to the Institute for the purposes of providing a revenue base to develop an independent higher education provider (iHEP).

HELI has built off this client base to develop its own presence in the higher education sector over the past 5 years.

HELI's higher education advisory division work has two channels:

- Expert advice on the independent higher education sector including:
 - Strategic advice for RTOs and others thinking of becoming a HEP
 - Support to gain approval as an independent higher education provider
 - Review of TEQSA applications (before they are lodged)
 - Advice on CRICOS applications for independent HEPs
 - Advice on new FEE-HELP applications
 - Regulatory health checks (governance reviews, standards mapping)
 - Ongoing mentoring, support and professional development for staff.
- Licensing of intellectual property known as the *HELI Quality Assurance Frameworks*.

5. The Team



6. Environmental Situation Analysis

The following PEST Analysis summarises the major macro environmental factors that influence the business environment in which HELI operates:

6.1 Political

- The establishment of a national higher education regulator (TEQSA) has streamlined regulatory arrangements.
- Government policy is focused on post-secondary training at all levels including upskilling, short courses and micro credentialling.
- The gradual integration of the vocational education and higher education sectors may see a merger of the two within 5 to 8 years promoting stronger links between institutions across both sectors.
- The *Higher Education Standards Framework* requires academic staff to be appropriately qualified to teach and assess.
- More mechanisms are being deployed to monitor the quality of learning and teaching in tertiary education.

6.2 Economic

- The continuing growth of the independent higher education sector creates a growing demand for well-trained, qualified educators.
- The growth of online learning creates a growing demand for eLearning professionals.
- FEE-HELP funding remains available to all eligible students.
- Global economic conditions will play a part in determining the level of funding that governments, individuals and organisations allocate to education and professional development.

6.3 Social

- A large number of higher education practitioners are on the verge of retirement.
- Student needs and expectations are changing especially in relation to flexibility, distance learning, modern teaching styles, and education that incorporates the technologies that they will use in their future professional practice.
- Teaching practices must adapt to meet an increasingly diverse student body (including ATSI peoples).

6.4 Technological

- Technology continues to evolve rapidly and requires HELI to remain abreast of these advancements.

- Students expect that their learning environment will incorporate the technologies that they use in their everyday lives.
- Students acquire and share knowledge in ways that challenge a traditional didactic teaching model.

7. S.W.O.T. Analysis

The SWOT Analysis is an examination of the strengths, weaknesses, opportunities and threats that relate directly to the business environment within which HELI is operating (as outlined above).

7.1 Strengths

HELI sees itself as having the following strengths:

- focused on high quality training for higher education practitioners;
- knowledge of education and sector requirements
- competency of core HELI team, Board of Directors, Academic Board and sub-committees is substantial and complemented by outstanding working relationships;
- understanding the complexity of the regulatory framework for HEPs;
- solid financial base;
- access to a broad community of practice through a range of networks;
- track record of success in iHEP registration and accreditation and in supporting clients in countering regulatory action;
- evolving intellectual property valued by clients;
- growing track record of success in scholarly activity.

7.2 Weaknesses

HELI sees itself as having the following weaknesses:

- marketing and communication
 - reliance on referral marketing for advisory work
 - under-developed social media marketing for advisory work and the recruitment of students;
- recruitment of students;
- small niche iHEP challenged to operate in current regulatory environment;
- establishing itself in the marketplace and the time taken to build a solid reputation;
- small core team.

7.3 Opportunities

HELI has the following opportunities in its marketplace:

- meeting industry need in a key area;
- articulations into a range of postgraduate courses;
- expansion into international markets;
- founder and senior staff well known in the industry – HELI enjoys excellent referrals and repeat business from existing clients;
- regulatory environment;
- ability to work with other organisations to enhance course offerings;
- political change that hardens regulatory action further (higher education advisory).

7.4 Threats

HELI faces the following threats in its marketplace:

- established competitors for our higher education courses (universities);
- higher education advisory competitors;
- regulatory complexity and lengthy approval timeframes;
- political change that further increases regulatory scrutiny.

8. Strategic Objectives

Taking account of the business environment in which HELI operates and building on the strengths and the opportunities presented, HELI will move forward through the following strategic directions:

Objective 1 – Maintain HELI’s registration as an independent Higher Education Provider (iHEP).

Objective 2 – Enhance the learning experience for HELI students and professional opportunities for HELI graduates.

Objective 3 – Grow student numbers

Objective 3a – Market HELI’s courses effectively.

Objective 3b – Build HELI’s cohort of international students (including development of Melbourne campus).

Objective 4 – Grow HELI’s higher education advisory services.

Objective 5 – Seek out opportunities for business development that align with the four preceding strategic objectives.

9. Action Plan to Achieve Strategic Objectives

Objective	Actions	Timeframe	Responsibility
1. Maintain HELI's registration as an independent Higher Education Provider (iHEP)	1.1 Maintain HELI's strong governance framework and key personnel	Ongoing	QM / CEO
	1.2 Diligently follow all policies and procedures	Ongoing	QM / CEO
	1.3 Maintain and review mapping against HE standards	Annual	BoD
	1.4 Prepare application for re-registration and re-accreditation of both courses	Feb-July 2023	QM / CEO / Dean / CC / CAC / AB / BoD
2. Enhance the learning experience for all HELI students and professional opportunities for HELI graduates	2.1 Regularly survey students 2.2 Survey alumni to confirm graduate opportunities 2.3 QILT survey	Ongoing	QM / Dean / AQC
3. Grow student numbers			
3a Market HELI's courses effectively	3.1 Put in place personnel and processes to effectively market HELI's courses (refer Marketing and Communication Plan for detailed actions and strategies)	Ongoing	CEO / M&CM
3b Build HELI's cohort of international students (including development of Melbourne campus)	3.2 Establish Melbourne campus operations	mid-2020	CEO / Dean / M&CM
	3.3 Recruit international students into the MeL		
	3.4		
4. Grow HELI's higher education advisory services	4.1 Include HE advisory services in marketing processes	2019 and ongoing	CEO / M&CM
5. Seek out opportunities for business development that align with the four preceding strategic objectives	5.1 Actively seek out opportunities to expand the business that align to overall strategic objectives	Ongoing	CEO / BoD

BoD = Board of Directors
 AB = Academic Board
 CAC = Course Advisory Committee
 AQC = Academic Quality Committee
 QM = Quality Manager
 M&CM = Marketing and Communications Manager
 CC = Course Coordinator

10. Measures of Success

The following table shows how HELI will regularly measure progress towards achievement of its targeted Strategic Objectives.

Strategic Objective	Measure of Success	Progress
1. Maintain HELI's registration as an independent Higher Education Provider (iHEP)	<ul style="list-style-type: none"> • HELI successfully maintains registration without conditions 	
2. Enhance the learning experience for all HELI students and professional opportunities for HELI graduates	<ul style="list-style-type: none"> • Student feedback is positive • Alumni feedback is positive 	
3. Grow student numbers		
3a Market HELI's courses effectively	<ul style="list-style-type: none"> • Enrolment targets are consistently met 	
3b Build HELI's cohort of international students (including development of Melbourne campus)	<ul style="list-style-type: none"> • Enrolments of international students studying at Melbourne campus 	
4. Grow HELI's higher education advisory services	<ul style="list-style-type: none"> • Advisory services revenue increases year on year 	
5. Seek out opportunities for business development that align with the four preceding strategic objectives	<ul style="list-style-type: none"> • At least 2 viable business opportunities p.a. 	
	Denotes objective achieved	
	Denotes objective partially achieved	
	Denotes objective at risk of not being achieved	
	Denotes future timeframe for this objective	

11. Version history

Version	Approved by	Approval Date	Details
1.0	Board of Directors	21 January 2016	Document creation and initial approval
1.1	CEO	29 February 2016	Update organisation chart
1.2	Board of Directors	2 November 2016	Updated version Includes progress against 'Measures of Success'
2.0	Board of Directors	18 October 2017	Annual review
2.1	Board of Directors	28 February 2018	Minor updates following approval as a HEP
3.0	Board of Directors	13 March 2019	New Plan
3.1	Board of Directors	24 June 2020	Annual revision

Document owner: Board of Directors through the CEO