



TAFE^{NSW}
HIGHER
EDUCATION

STRATEGIC PLAN 2015-2018

DRIVING THE DIFFERENCE

OUR AMBITION

TAFE NSW Higher Education will continue to:

- > Enhance and expand opportunities for students from all communities to attain higher education qualifications;
- > Encourage the exploration and development of inquiry, applied skills and knowledge within a vocational and industry based learning environment.

OUR COMMITMENTS

TAFE NSW Higher Education knows that our future strength rests on our values – supporting our customers and our people in all we do.

TAFE NSW Higher Education will be:



PASSIONATE We love what we do and the difference we make.



CONNECTED We share our ideas and learning across our networks and with our partners.



CREATIVE We make things possible and say yes to opportunities and ideas to work smarter.



PRACTICAL We have the know-how and experience to get the best results.



TRUSTED People can count on us and our longstanding reputation of service as a public education provider.

OUR INTENTIONS

It is intended that through this strategic plan, TAFE NSW Higher Education will:

1. Extend the range of quality higher education programs through increased services and meeting industry needs.
2. Build market share and respect for the value and difference of TAFE NSW Higher Education.
3. Expand opportunities for staff to develop their academic capability.
4. Build and extend the capabilities of TAFE NSW Higher Education to support the consolidation and growth phase of higher education at TAFE NSW.

FORWARD

TAFE NSW Higher Education was registered in 2010. After five years of course delivery we have now moved to a consolidation phase in our development. We can identify the distinct differences of our higher education programs and acknowledge the importance that they play in ensuring diversity, access and equity within the higher education sector.

It has now become clear that the students who select our higher education programs are demographically different to those in traditional higher education organisations. Our students work well within the TAFE NSW structures and delivery styles, as well as being attracted to our industry focused higher education programs.

The challenge provided in this consolidated phase of development, and the intent of the TAFE NSW Higher Education Strategic Plan 2015 - 2018, is to ensure that our higher education programs become even more relevant, more efficient, more competitive, more local and more international.

TAFE NSW will work with all its stakeholders, especially industry and students, to make certain that our higher education programs are relevant to their needs, now and for the future. TAFE NSW will ensure that the students are equipped with current knowledge and skills immediately applicable to their workplace, yet adaptable to allow our graduates to respond to future changes in their employment, in industry and the economy.

TAFE NSW Higher Education will drive for greater efficiency in program development and delivery. This strategic plan aims to develop more flexible options for the delivery of higher education products and develop more efficient ways to develop new programs, without any compromise in rigour and academic oversight.

TAFE NSW recognises that it is operating in a competitive arena with an increasing number of private providers entering the higher education space. This strategic plan intends to market our products in a way that is more competitive and that expands the public profile of the TAFE NSW Higher Education programs.

To support both the efficiency and competitive nature of TAFE NSW Higher Education, delivery has to be increasingly focused on meeting the needs of the local domestic market by expanding the reach to all regions of NSW. In addition the expansion of delivery to international students, in Australia but increasingly offshore, will be essential in order to capitalise on the quality of TAFE NSW Higher Education products and to more effectively compete within a global higher education market.

The TAFE NSW Higher Education Strategic Plan 2015 - 2018 defines this next phase of development. With the needs of our students as the central focus, the plan is designed to both expand and consolidate TAFE NSW Higher Education's place within the higher education sector locally and globally.



Pam Christie
Managing Director

INTENTION 1: EXTEND THE RANGE OF QUALITY HIGHER EDUCATION PROGRAMS THROUGH INCREASED SERVICES AND MEETING INDUSTRY NEEDS

OBJECTIVES	KPI	PERFORMANCE DATA
<p>1.1 Increase the range of higher education product options from diplomas to post graduate programs to:</p> <ul style="list-style-type: none"> > Create competitive alternatives > Align with industry needs > Complement VET programs 	<ul style="list-style-type: none"> > Expanded range of higher education programs across all Institutes that attract a critical mass and are financially sustainable > Improved links with industry associations and government agencies to identify future trends and research opportunities > Programs proposed that can increase opportunities in key industry training areas 	<ul style="list-style-type: none"> > Increased number of TAFE NSW Higher Education programs > Increased enrolments and completions > Increased industry involvement, including industry awards for high achieving students > Applied research opportunities identified
<p>1.2 Increase the delivery of TAFE NSW Higher Education programs in regional centres:</p> <ul style="list-style-type: none"> > Target regional industry requirements to support rural communities > Target the development of relevant cost and time efficient TAFE NSW Higher Education diplomas 	<ul style="list-style-type: none"> > Streamlined the process for cross Institute arrangements to enhance regional delivery > Development of TAFE NSW Higher Education opportunities in key industry training areas relevant to regional sectors > TAFE NSW Higher Education diplomas developed as a sustainable replacement for VET diploma offerings to provide more cost effective and time efficient products for regional centres. 	<ul style="list-style-type: none"> > Increased number of TAFE NSW Higher Education programs developed and delivered in regional NSW. > Increased number of Course Advisory Committees in regional Institutes > Increased enrolments and completions in regional areas
<p>1.3 Expand blended delivery options for students in new and existing TAFE NSW Higher Education programs:</p> <ul style="list-style-type: none"> > Explore effective ways to expand blended learning delivery 	<ul style="list-style-type: none"> > Developed staff capability in teaching and learning online > Reviewed curriculum with relevant stakeholders to maximise opportunities for online/blended delivery > Increased awareness of online delivery pedagogy 	<ul style="list-style-type: none"> > Increased number of subjects utilising blended learning delivery > Online PD program developed for the implementation of blended delivery
<p>1.4 Research the impact of affiliate partnership degrees in relation to TAFE NSW Higher Education:</p> <ul style="list-style-type: none"> > Develop a clear understanding of the impact of partnership degree delivery > Explore new business models that encompass both affiliate partnership and TAFE NSW degrees 	<ul style="list-style-type: none"> > Conducted an analysis of university and private provider partnerships to ensure they provide optimal value, quality and opportunities for students and institutions > Streamlined processes in cross Institutes program delivery arrangements > Established guidelines to assist all Institutes in partnership selection and development 	<ul style="list-style-type: none"> > Established guidelines for the selection of partnerships agreements. > Risk assessment analysis is undertaken in regard to the impact of new partnership degrees prior to entering into new agreements > Increased number of cross Institutes partnerships
<p>1.5 Ensure all TAFE NSW Higher Education Programs equip students with the practical skills and attributes that lead to real job outcomes</p>	<ul style="list-style-type: none"> > Developed a TAFE NSW policy and approach to Work Integrated Learning (WIL) > Ensured WIL is included within all TAFE NSW Higher Education programs 	<ul style="list-style-type: none"> > Increased number of employed students at or above Australian average of the Australian Graduate Survey results. > A consistent Work Integrated Learning element integrated within each program

INTENTION 2: BUILD MARKET SHARE AND RESPECT FOR THE VALUE AND DIFFERENCE OF TAFE NSW HIGHER EDUCATION

OBJECTIVES	KPI	PERFORMANCE DATA
<p>2.1 Increase public awareness of TAFE NSW Higher Education</p>	<ul style="list-style-type: none"> > Developed and implemented a higher education marketing strategy > Increased information availability regarding the positive and unique aspects of TAFE NSW Higher Education programs to internal and external stakeholders > Increased role of TAFE NSW in national and international conferences, forums and networks 	<ul style="list-style-type: none"> > A marketing strategy is developed > Information readily available online and through other marketing strategies that identifies the unique nature of TAFE NSW Higher Education programs > Increased representation of TAFE NSW Higher Education staff at conferences, forums and networks
<p>2.2 Align TAFE NSW international admission processes with other providers</p>	<ul style="list-style-type: none"> > Ensured TAFE NSW Higher Education admissions processes for international students are competitive in relation to other comparable courses and institutions 	<ul style="list-style-type: none"> > Percentage growth of international enrolments
<p>2.3 Explore and expand TAFE NSW Higher Education delivery to align with international VET pathways</p>	<ul style="list-style-type: none"> > Mapped popular international VET pathway offerings against current and potential new TAFE NSW Higher Education offerings > Articulated benefits of international student intake for domestic students 	<ul style="list-style-type: none"> > Accelerated and dual pathways maximising VET to higher education articulation for international and domestic students

INTENTION 3: EXPAND OPPORTUNITIES FOR, AND ACADEMIC CAPABILITY OF, STAFF

OBJECTIVES	KPI	PERFORMANCE DATA
<p>3.1 Establish a strategic approach to higher education staff capability</p>	<ul style="list-style-type: none"> > Developed a draft strategic higher education workforce plan 	<ul style="list-style-type: none"> > Submission of a draft TAFE NSW Higher Education workforce strategic plan to the THEEG
<p>3.2 Enhance opportunities to support scholarship and scholarly practice</p> <ul style="list-style-type: none"> > Create opportunities for national and international staff collaboration and exchange > Increase benchmarking opportunities for all disciplines 	<ul style="list-style-type: none"> > Developed an extensive professional development program > Developed an annual higher education conference/seminar > Developed national and international partnerships to support collaboration and benchmarking opportunities 	<ul style="list-style-type: none"> > High uptake of professional development opportunities > Increased number of staff presenting at conferences/seminars/colloquiums etc > Successful implementation of an annual TAFE NSW Higher Education conference/seminar > Increase interaction between discipline teachers from TAFE NSW and national and international partners
<p>3.3 Develop capability in applied research among staff</p> <ul style="list-style-type: none"> > Expand the whole of Institutes understanding of applied research > Create resources and support mechanisms for applied research 	<ul style="list-style-type: none"> > Developed online information for applied research > Developed a TAFE NSW community of practice to support applied research > Expanded contacts with other providers who utilise applied research to provide support for TAFE NSW staff 	<ul style="list-style-type: none"> > Successful evaluation of applied research support strategies

INTENTION 4: BUILD AND EXTEND THE CAPABILITIES OF TAFE NSW HIGHER EDUCATION TO SUPPORT THE CONSOLIDATION AND GROWTH PHASE OF HIGHER EDUCATION AT TAFE NSW

OBJECTIVES	KPI	PERFORMANCE DATA
<p>4.1 Review and improve higher education policies and procedures</p>	<ul style="list-style-type: none"> > Policies reflect regulatory framework and current trends > Procedures are streamlined to ensure efficiencies in the development and regulation of higher education programs > TAFE NSW Higher Education Business Principles updated to reflect current strategic directions 	<ul style="list-style-type: none"> > Policies maintained and continue to meet TEQSA reporting requirements > Successful evaluation of efficiencies in course development and regulation > Submission of a revised TAFE NSW Higher Education Business Plan to The Higher Education Executive Group
<p>4.2 Expand professional expertise capability and supporting mechanisms for all Institutes</p>	<ul style="list-style-type: none"> > Designated TAFE NSW Higher Education Unit curriculum development expertise established to support all Institutes > TAFE NSW Higher Education Unit professional development expertise expanded to deliver TAFE NSW Higher Education induction programs and relevant TAFE NSW Higher Education pedagogy PD programs. > ELearning and EHub support expanded 	<ul style="list-style-type: none"> > Curriculum development expert established > Successful evaluation of the effectiveness of TAFE NSW Higher Education Unit support mechanisms
<p>4.3 Review and develop strategies to achieve self-accreditation status</p>	<ul style="list-style-type: none"> > TEQSA self-accrediting criteria reviewed and gaps identified 	<ul style="list-style-type: none"> > Resolutions to identified self-accrediting gaps developed



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