

Towards 2017: IEAA Strategic Plan

Mission

The International Education Association of Australia (IEAA) strives to empower professionals, engage institutions and enhance Australia's reputation as an ethical provider of world-class education.

Statement of purpose

- Serve the professional needs and interests of individuals working in international education
- Encourage high quality, informed and ethical professional practice among members and institutions
- Promote international education and its benefits with governments, education organisations and within the community
- Promote Australian education, through and in the interest of members, overseas
- Advance Australia's global reputation and position as a provider of high quality education

Goals

- Operate as a lead agency and "go to" organisation nationally, regionally and globally on matters relating to international education.
- Be a data rich organisation with strong research, benchmarking and reporting capacity to inform international education decision making and policy formulation
- Be a thought leader in the sector and a trusted partner of students, educational institutions, governments, affiliates and other stakeholders to deliver authoritative and contemporary insights into the sector
- Support a strong set of values to underpin the important role education plays in the transformation of individuals and communities
- Actively work with peak bodies to ensure ethical global engagement
- Be a viable and sustainable operation having developed diverse revenue streams generated through a strong membership base and the delivery of a wider range of products and services
- Retain and build membership in new markets through the provision of value-adding professional development and research projects
- Attract and retain passionate advocates to its team to drive the reputation and brand of the Association in an efficient and effective business model.



Towards 2017: IEAA Strategic Plan

Values

nansionnative nusted nansparent Connected		Transformative	Trusted	Transparent	Connected
---	--	----------------	---------	-------------	-----------

IEAA objectives

<u>Financial</u>

Sound financial planning to ensure viability and sustainability.

Stakeholder

Product offering: Provide a range of products and services which are valued by stakeholders and increase member engagement

Relationships: Build the perceived value of the IEAA organisation amongst stakeholders

Services: Add value to the sector through personal and professional development services to the sector which are valued by stakeholders and increase member

engagement

Brand: Position the IEAA brand as the "top of mind" organisation in the international education community

Business Process

Operations management: The IEAA will adopt professional and best practice business process Initiatives to drive flawless execution of strategy and operations

Member relationships: Develop solutions that are member oriented

Innovation: Position the IEAA as an industry organisation that innovates to reflect the future needs of the sector

Governance: Ensure the organisation meets best practice standards

Learning and Growth

People and Skills: IEAA will focus on securing the right people in the right roles with the right skills.

Culture: IEAA will build an environment which drives creativity and innovation within a collaborative setting that supports the Association's vision

Leadership: Drive best-practice leadership initiatives to secure IEAA's success now and in the future.



Towards 2017: IEAA Strategic Plan

Strategy map

Financial perspective

F1: REVENUE Diversify revenue streams.

Plan to become financially independent.

IEAA Towards 2017

F2 GROSS MARGIN

Product & service margin contribution hurdles/ROI. External health check on new business activity.

F3: SURPLUS

Quantify the underlying overheads and cost of running the business.

Stakeholder perspective

C1 PRODUCT

Create new lines of business.
Conferences / data / Bl and research / consultancy.

C2 RELATIONSHIPS

Increase network of affiliates geographically, strategically. Secure Government and Industry boards and committees.

C3 SERVICES

PD as a service to members. Develop a career development pathway mentoring, leadership development.

C4 BRAND

Increase regional and global representation.

Communicate values,

actions & reputation.

Internal business processes perspective

P1 OPERATIONS

Redevelop business KPIs and reporting. Ensure effective debtor management systems. Organisational chart -PD and Research.

P2 STAKEHOLDER RELATIONS

Implement smart systems to reach stakeholders.

Improve targeted communication by

P3 INNOVATION

Investment Strategy - roll over (?).

Emerging issues network (?).

P4 REGULATORY

Smarter financial systems. Implement accrual accounting.

Learning and growth perspective

L1 PEOPLE

Ensure strong board skill sets and industry representation.

L2 SKILLS

Data (BI) skills. R&D for new service and products.

segments.

L3 CULTURE

Core business.

Brand or
Institutional values.

L4 LEADERSHIP

Board orientation and induction. Accountability Performance measures

L5 VALUES

Shared view of values among the Board, staff, members and the community.