



ECA COLLEGE OF  
HEALTH SCIENCES

# Strategic Plan 2024-2028

<b>Document name</b>	CHS Strategic Plan 2024-2028
<b>Document approver</b>	Board of Directors
<b>Responsible officers</b>	CEO, Higher Education and Chair, Board of Directors
<b>Supporting documents, procedures and forms</b>	<ul style="list-style-type: none"> <li>• CHS Constitution</li> <li>• CHS Governance Charter</li> <li>• CHS Delegation of Authority Policy</li> </ul>
<b>References and legislation</b>	<ul style="list-style-type: none"> <li>• Tertiary Education Quality and Standards (TEQSA) Act 2011</li> <li>• Higher Education Standards Framework (Threshold Standards) 2021 (HESF2021)</li> <li>• Education Services for Overseas Students (ESOS) Act 2000</li> <li>• National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code 2018)</li> <li>• Higher Education Support Act 2003</li> </ul>

## **1. Introduction**

The purpose of the Strategic Plan is to highlight the broad directions that CHS will pursue in the next five years. The College is aiming for measured growth and that requires pursuing the twin goals of running the current operations efficiently and profitably while building up organisational capabilities collectively to maintain quality and accommodate growth. This plan is an instrument for defining and achieving the strategic objectives and building organisational capacity and capability for both quality and growth.

## **2. CHS Mission**

CHS provides transformative higher education which fosters personal fulfilment, professional growth and creativity of thinking in our students.

## **3. CHS Vision**

CHS seeks to become a leading independent, self-accrediting higher education provider through diversity of courses, diversity of delivery, and commitment to fulfilling and high-quality student experiences and graduate outcomes.

## **4. CHS Values**

- ✓ Integrity
- ✓ Equity
- ✓ Equal opportunity and social inclusion
- ✓ Academic and intellectual freedom
- ✓ Customer centricity
- ✓ Efficiency
- ✓ Diligence

## **5. CHS strategic aims, strategies and outcomes**

The strategic aims have been developed in recognition of the college's current development as an Institute of Higher Education. Within this context, consideration has been given to its regulatory history and current status, academic development and operational sophistication, market position, and institutional ambitions.

The aims have also been developed with a view to provide strategic intent which is succinct, relevant, and applicable to the scale of CHS's operations and ambitions. Further, the structure and content of the plan is intended to be understood, and engaged with, by staff, students, Board and other stakeholders. Within this context, CHS has identified three strategic aims to guide its development and operations over the next five years. In the following table, each aim is defined, and strategies and outcomes are identified in order to assess achievement against the goals. Progress will be reported to the Board of Directors on an annual basis.

Strategic Aims	Strategies	Outcomes*	Reporting Frequency
<p><b>1. Enhanced student experience</b></p> <p>The centrality of the student experience is beyond question in contemporary higher education institutions. While the student experience can be defined and constructed around numerous factors, it is preferable to view this theme through the lens of a student life cycle approach.</p>	a. Liaise with ECA corporate services to streamline processes, procedures and IT infrastructure for student benefit	i. Improved annual rates of retention, progression and completion	Annually
	b. Integrate Student Engagement and Support activities to ensure implementation and monitoring of Student Retention framework	ii. Decrease in annual formal grievances	Annually
	c. Develop common student satisfaction survey instruments across the HE division	iii. Diversity of student choice in: - modes of course delivery - unit/elective options	Annually
	d. Develop flexibility in curriculum offering, design, and delivery	iv. Increase in on-campus student activities	Annually
	e. Identify key on-campus actions and strategies to meaningfully define and support the student experience	v. Exceed QILT student satisfaction averages for private providers	Annually
		vi. Improved UEQ outcomes for unit and teaching satisfaction	Annually
		vii. Improved response time to applications and student enquiries	Annually
<p><b>2. Reputation for quality and progress towards self-accrediting authority (SAA)</b></p> <p>Within the academic function of the College (both governance and operations) CHS will work towards</p>	a. Identification of lead indicators related to TEQSA risk indicators	i. Improvement in lead indicators of TEQSA risk measures	Annually
	b. Alignment of HE entities Academic Boards in a single meeting to facilitate consistency of approach, standards and decision making	ii. Course accreditations and institutional registration awarded for 7 years	Ad hoc as required

Strategic Aims	Strategies	Outcomes*	Reporting Frequency
<p>positioning itself to obtain self-accrediting authority (SAA). This outcome encompasses all college operations but gives particular focus to: contemporary curriculum; benchmarked quality assurance processes; fit for purpose governance; scholarship; and, stakeholder reputation.</p>	c. Ensure the work of governance boards and committees are well-managed, integrated and well-informed	iii. No conditions placed on course accreditations or institutional registration	Ad hoc as required
	d. Review remuneration and incentives for high performing staff	iv. Academic outcomes superior to those of benchmarking partners	Annually
	e. Implementation of policy and practices that engages permanent and casual academic staff in scholarship	v. Professional body endorsement for relevant courses	Ad hoc as required
		vi. No residual concerns noted by TEQSA	Ad hoc as required
		vii. Employment and retention of highly credentialled academic staff	Annually
		viii. Exceed QILT student satisfaction averages for private providers	Annually
		ix. Increase in internal research grant allocations	Annually
	<p><b>3. Measured growth</b></p> <p>Measured growth is anticipated to occur through several mechanisms including, but not exclusive to, the following: diversity of delivery modes; course expansion; campus expansion; partnerships; and market diversification.</p>	a. Establish a curriculum development team to develop new courses	i. Increase in range of courses offered
	b. Expand course profile at undergraduate and postgraduate levels	ii. Increase in CRICOS capacity	Ad hoc as required
	c. Identify potential short course and feeder/taster courses	iii. Increase in domestic student numbers	Annually
	d. Establish online and on-campus capability for all courses.		
	e. Work with UAC to increase potential market reach	iv. Increase in offshore online international student numbers	Annually

Strategic Aims	Strategies	Outcomes*	Reporting Frequency
	f. Review CRICOS capacity at all campuses to identify locations for growth	v. Decrease in costs per EFTSL	Annually
		vi. 'Student Load' TEQSA risk indicator categorised as Low.	Annually

\* All outcomes will use 2022 measures as baseline data for reporting purposes.