EXECUTIVE SUMMARY

1. PURPOSE AND DIRECTION

The International & Development Portfolio draws together the service areas that have primary accountability for driving the University’s business plan as it relates to business growth, new partnerships, revenue diversification, internationalisation and strengthening the university’s brand through effective marketing and positioning in the communities in which we operate.

A particular focus of the International & Development portfolio is the recruitment of domestic and international students and to better facilitate student and client access to programs, services and activities that are available through RMIT and its partners and networks. Development of major offshore presences in Europe and Indonesia is particular focus in 2013.

The portfolio’s primary purpose is business development, either leading business development activity itself, or facilitating and supporting business development activity of other parts of the university. A key challenge will be the embedding of business development targets (revenue, student enrolments, margin etc.) in relevant business unit plans across the university, so that goals and objectives are shared between the centre and rest of the university.

The strategic focus of the Portfolio is set by the University’s Strategic Plan to 2015¹. The three goals of the University plan are:

- Goal 1: “Global in attitude, action and presence, offering our students a global passport to learning and work.”
- Goal 2: “Urban in orientation and creativity, shaping sustainable cities and drawing inspiration from the challenges and opportunities they provide.”
- Goal 3: “Connected through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research.”

In this context, the current document addresses the priorities of the University plan, and also the means by which the Portfolio will achieve the required outcomes of the plan in terms of both service initiatives and organisation and management. There are significant targets for the Portfolio’s business units.

RMIT is operating within a challenging environment, both domestically and globally. These challenges include:

- Tough market conditions for onshore international student recruitment
- Highly competitive environment for postgraduate domestic and TAFE direct enrolments
- Reduced revenue from domestic TAFE and HE government funded load
- Challenging revenue and growth targets for transnational education
- High expectations for fundraising outcomes
- Commercial revenue targets growing in importance for industry engagement
- Scare sources of international research funding

Of course these challenges also represent opportunities for the Portfolio. To make the most of these opportunities, I&D will demonstrate leadership in marketing strategy development, internationalisation, industry engagement, fundraising and alumni engagement.

2. MAIN PRIORITIES WITHIN THE PLAN

2.1 Key strategic priorities for the Portfolio and related targets; and their relevance to the University’s Strategic and Business Plan for the period.

1. Financial Perspective: Meeting financial and load targets
   1.1 Increase revenue from philanthropic and industry sources
   1.2 Increase research revenue from abroad
   1.3 Achieve student commencement and revenue targets for Melbourne campuses
   1.4 Grow offshore enrolment and load in key cities
   1.5 Meet expenditure forecasts

2. Client Perspective: To achieve our vision, how would we appear to our external and internal clients?
   2.1 Strengthen I&D involvement in product and services development and delivery
   2.2 Improve internal relationships
   2.3 Increase number and diversity of student mobility experiences
   2.4 Improve RMIT brand awareness and recognition
   2.5 Expand strategic alliances with external partners

3. Process Perspective: To satisfy our clients (Internal and external), what business process must we excel at?
   3.1 Improve business process and systems (to enable effective and efficient information flow and service delivery)
   3.2 Improve the relevance, quality and timeliness of provision of data and analysis

4. Learning and Growth Perspective: To achieve the vision, how will we sustain our ability to change and improve?
   4.1 Improve I&D staff capacity and capability in alignment with strategic priorities
   4.2 Build RMIT capacity and understanding in alignment with strategic priorities

2.2 Planned and emerging priorities for the coming three-five years

- Next phase brand development
- Integrated domestic and international admissions strategy and system
- Establish a physical presence in Indonesia and Europe
- Global student recruitment strategy
- Enhancement of global mobility opportunities for all RMIT students regardless of their study location
- Extending and consolidating RMITs global presence, focussing on strategic city and institutional alliances
- Donor and alumni engagement
- Consolidating our focussed industry engagement strategy
- Realising RMIT’s potential to be truly internationalised, via implementation of an extensive internationalisation strategy
- Bringing I&D and RMIT staff on the journey
- Staged business system and business process review, including quality management system implementation.

3. BACKGROUND AND OVERVIEW

3.1 Brief overview of operating environment of the organisational unit

The International and Development (I&D) portfolio leads and coordinates the University’s internationalisation, industry engagement, marketing, fundraising and alumni activity, providing services to internal and external clients and stakeholders.

The business units within I&D are:

- Engagement
- Advancement
- International
- International Relations
- RMIT International College
- Portfolio Resources and Operations
- Strategy Planning and Quality

3.2 Main stakeholders/clients and their expectations

Internal
I&D staff – I&D staff are engaged with the strategic mission and plan
College and RMIT Vietnam staff – we collaborate with and support administrative and academic staff to achieve common objectives
Central professional staff – we share the challenge of working in a cross-functional setting to lead and support colleagues in the academic areas
VCE – I&D delivers on its promise to provide leadership and support in its spheres of influence

External
Domestic and international students – our interactions with students pre- and post-arrival meet their needs and deliver appropriate services efficiently and effectively
Industry partners – we understand industry needs and can match these with RMIT capabilities and expertise
Government – we comply with relevant regulatory frameworks wherever we operate

Agents and other suppliers – we communicate our requirements effectively and we value channels and suppliers and their contributions

Education and research partners – we match partner needs and strategic objectives with our own and develop long-term productive relationships