

**STRATEGIC
PLAN**

—
2016-2019

PRINCIPAL & CEO MESSAGE

Dear Stakeholder

I am pleased to present the Raffles College of Design and Commerce (RCDC) Strategic Plan 2016-2019.

As national and international workplaces change and new opportunities arise for graduates, RCDC will provide students with quality learning experiences that prepare them well for real-world challenges in their industries of choice. RCDC will continue to assure excellence, not only in terms of academic programs, but also with regard to the student experience. This will include mentoring programs, industry interactions, support services and opportunities for the development of cutting edge skills and international study.

We will create rich, stimulating learning environments delivered by qualified, industry-active educators and practitioners. In order to support this objective, relevant research, scholarship and entrepreneurial pursuits will continue to be a focus of our operations.

These opportunities will be realised in the context of sustaining transparent relationships with regulatory bodies, strengthened integrity of our qualifications, and building operations based on ethical decision-making, social corporate responsibility, outstanding education, current pedagogy and a focus on employability.

Thank you for joining us on this journey.

Professor Stephen Rawlinson
Principal & CEO



OUR VISION

By 2019, RCDC will be Australia’s leading design-oriented private tertiary education provider with a truly global and socially responsible purpose.



PURPOSE

RCDC will meet the need for education and training excellence across the Asia-Pacific, guided by design principles and an international outlook. RCDC creates enduring relationships with staff, students, graduates and industry, and prides itself on taking a personalised approach to excellence in education through the entire student lifecycle.

OUR VALUES

SOCIAL
RESPONSIBILITY

PROFESSIONAL
EXCELLENCE

PROBLEM SOLVING,
CREATIVITY,
INNOVATION

ENTREPRENEURSHIP

ENDLESS CURIOSITY

STRATEGY



EXCELLENCE IN LEARNING AND TEACHING

RCDC will build an effective workforce backed by excellent facilities, ongoing growth, and scholarship and research activities in order to create and sustain a first-rate education experience for students.



CUTTING-EDGE CURRICULUM

RCDC will continue to review and update existing programs and invest in new programs to provide current and prospective students with a suite of innovative, design-inspired, job-ready courses that allow them to unleash their creativity.



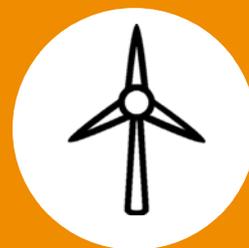
GENUINELY GLOBAL EXPERIENCES

RCDC will prepare students to work anywhere in the world by adopting an international perspective in terms of course content, alongside opportunities to complete part of their studies in one or more of our global campuses.



EXTERNAL QUALITY ENDORSEMENT

RCDC will be endorsed by the Tertiary Education and Quality Standards Agency, and the Australian Skills Quality Authority, as a high-quality tertiary education provider with regulatory approval to deliver to domestic and international students, both onshore and offshore.



BUSINESS AND SOCIAL SUSTAINABILITY

RCDC will grow profits through the efficient delivery of new courses, more streamlined administrative processes, and the effective management of offshore Associate Colleges as a top-quality, Australian provider of higher education. In doing so, RCDC will not lose sight of its responsibility to society and the environment.

GETTING THERE

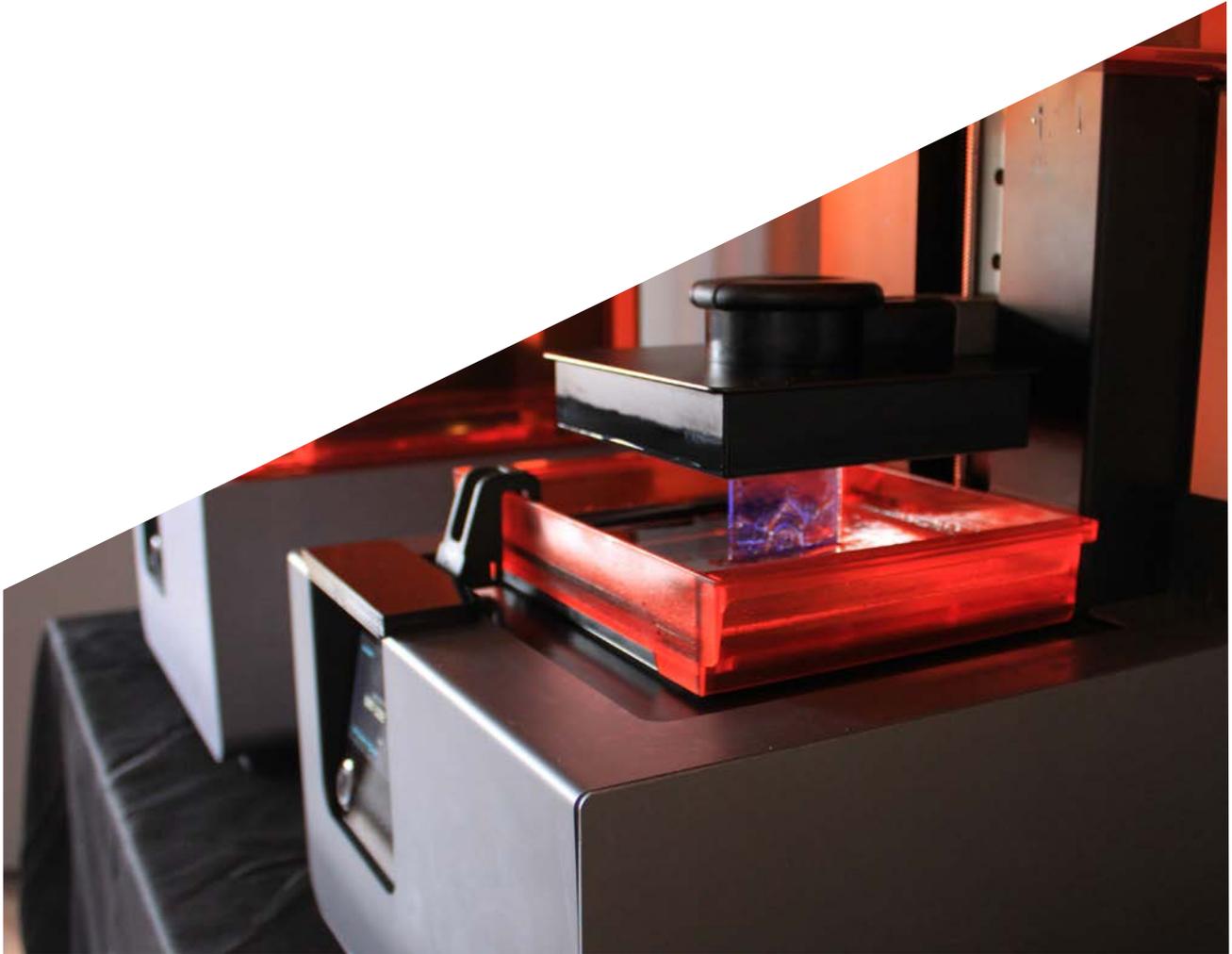
Excellence in Learning and Teaching

- Increase professional development opportunities for all staff, and the scholarly and research activity of academic staff.
- Improve learning and social spaces to inspire on-campus life and intellectual debate.
- Retain focus on intimate, face-to-face classes.
- Introduce a trimester academic calendar and accelerated study options, and improve alignment of teaching periods across campuses.
- Expand industry and alumni connections and translate these real-world perspectives into the classroom.
- Roll out new student management and integrated learning systems.

SUPPORTING PLANS

- 1 Learning & Teaching Plan
 - 2 Research & Scholarship Plan
 - 3 Workforce Plan
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Cutting-Edge Curriculum

- Form industry-connected Course Advisory Committees for the development of new and existing courses.
- Re-launch a suite a of new design and business degrees, with innovative majors that accentuate graduate attributes.
- Launch new certificate and diploma courses that offer pathways into degree studies.
- Maintain a focus on design-inspired, original course content that also offers concurrent practical and life skills to students.

SUPPORTING PLANS

- 1 Graduate Attributes
 - 2 Learning & Teaching Plan
 - 3 Course Business Plan
 - 4 International & Transnational Business Plan
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GETTING THERE

Genuinely Global Experiences

- Implement a structured transnational curriculum model allowing students to study in multiple countries.
- Create course content that takes an international, all-encompassing viewpoint toward design and commerce themes.
- Look to further expansion of the global campus network.
- Facilitate staff exchange and cross-campus teaching with partner colleges offshore.
- Launch international, cross-campus student projects.

SUPPORTING PLANS

- 1 Learning & Teaching Plan
 - 2 Graduate Attributes
 - 3 International & Transnational Business Plan
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External Quality Endorsement

- Review and improve corporate and academic governance.
- Maintain compliance with all regulatory requirements and continue to build positive relationships with regulators.
- Prepare for and succeed in regulatory body re-registrations and course re-accreditations.
- Re-register higher education courses on CRICOS.
- Maintain comprehensive oversight of offshore locations through new agreements and processes.
- Obtain professional accrediting body endorsements for programs, where relevant.

SUPPORTING PLANS

- 1 Quality Assurance Framework
 - 2 Governance Handbook
 - 3 Risk Management Plan
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Business and Social Sustainability

- Grow revenues through increased international student enrolments onshore and the re-introduction of business courses.
- Re-enter the international student market in the vocational education sector.
- Maximise articulation pathways from vocational to higher education programs.
- Sustain investment in effective marketing, recruitment and brand building activities.
- Implement an activity-based costing model to understand the true cost of course delivery.
- Diversify and increase alternative sources of income.
- Increase participation in community, academic and corporate activities that support ethical social responsibility.
- Further support for charitable causes and education opportunities for the underprivileged.
- Create a Sustainability Statement whereby students are taught sustainable environmental design practices, and through which the College will endeavour to minimise waste and use resources more efficiently.

SUPPORTING PLANS

1 Marketing Plan

2 Course Business Plan

3 International & Transnational Business Plan

4 Business Process Improvement Plan



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