As the International College of Management, Sydney (ICMS) enters its 19th year of operation this strategic plan outlines our vision for the 3-year period, 2014 – 2016. Central to our business philosophy is the critical alignment of: Vision; Culture; Core Objective; and ongoing Strategies. This plan aims to link these critical elements.

Further to this, the Plan builds upon the rich history of the College, leveraging its strengths, and identifying and dealing with weaknesses. It aims to mitigate against potential threats, and ultimately sets out various actions for advancement.

The plan sets forth 8 Strategic Objectives for ICMS. These have been identified as vital to ensuring ICMS remains aligned to its culture, and are critical to achieving our vision for the future. Underpinning each of these objectives are a set of strategic enablers (or initiatives) to help us achieve these objectives. These initiatives derive from a holistic and overarching review of our ICMS operations, taking into account the inherent interconnected nature of the various components of our operations. As such, many of the initiatives enable the achievement of more than simply one strategic objective. Complementing this is a set of key metrics, which have been established to assist ICMS in identifying if we have been successful in achieving our objectives.
At ICMS we consider our Vision, Culture, Core Objective and ongoing Strategies to be essential elements in ensuring success. The alignment of these various components are a vital determinant to our success.

**VISION**
ICMS aspires to, and is driven by a desire to achieve our Vision. This vision guides us in achieving core objective.

**CULTURE**
ICMS relies on our Culture to define the fundamental spirit or way in which our people behave and interact, in order to achieve our vision.

**CORE OBJECTIVE**
At its centre ICMS is driven by our timeless and fundamental core objective.

**STRATEGIES**
These strategies are employed to accomplish our vision for ICMS. Strategies may change over time but they identify the critical items in the short to medium term for ICMS.
OUR VISION

ICMS is driven by its vision, which guides us in reaching core objective:

"ICMS IS AN INTERNATIONAL BUSINESS SCHOOL OF SPECIALISED PROGRAMS WITH APPLIED LEARNING IN THE PROFESSIONAL SERVICES INDUSTRIES"
ICMS defines *Culture* as the predominant behavioural style of its people, which are of course our most crucial assets. It includes the values, norms, systems, symbols, rituals and rights established within ICMS. Our culture provides a ‘way of life’ that is a fundamental component in achieving our vision and accomplishing our core objective.

ICMS distinguishes 4 critical elements within our culture:

1. VIRTUES AND VALUES
2. LEADERSHIP
3. A LEARNING CULTURE
4. SYMBOLS, RIGHTS AND RITUALS
OUR VIRTUES AND VALUES

- **CONSTRUCTIVE BEHAVIOUR**
  - Doing the right thing
  - Doing the best you can
  - Showing others you care

- **GROWING AND DEVELOPING**
  - Pursuing excellence – quality over quantity
  - Culture of continual improvement
  - Persistency – never giving up

- **ACCOUNTABILITY**
  - Accepting responsibility - in order to achieve the outcome
  - Clear and unambiguous responsibilities
  - Clear and transparent communication
LEADERSHIP

Culture emanates from the collective leaders within our organisation. The collective senior team including the ICMS Board of Directors, the Academic Board, the CEO, and Heads of Department lead our organisation.

These Leaders must ensure that communication throughout the entire staff must remain:

- CLEAR
- CONSISTENT
- COMPREHENSIVE

To Ensure Alignment to ICMS culture

In the process of deeply instilling this culture it becomes imperative that the staff we engage are the right cultural fit for ICMS. Of course a result of our deeply instilled culture is that staff engagement then becomes self-fulfilling, with the organisation naturally attracting those with the right cultural fit, and deterring those without it.
A LEARNING CULTURE

ICMS fosters a culture in which:

• Leaders:
  > Rejuvenate the team
  > Identify, confront and solve problems

• There is a commitment to the truth - Facilitated by open communication

• Issues are honestly confronted – safe in the knowledge that they will be resolved collectively

• We are adaptive to change

• We look to the future

SYMBOLS, RIGHTS AND RITUALS

ICMS practises time honored traditions and rituals coupled with symbols, which embody our virtues and values. These traditions and rituals should continue to align with the virtues and values which they symbolize that are part of the ICMS brand.
OUR CORE OBJECTIVE
At its heart ICMS is driven by our timeless and fundamental core objective:

“TO IMPROVE LIVES, BY ENABLING A JOURNEY OF TEACHING AND LEARNING AND RESULTING IN A REMARKABLE EXPERIENCE”
The following key strategic objectives identify the critical items which will steer ICMS toward accomplishing its vision:

1. Embed an attitude in which student outcomes come first
2. Establish an engaging Student Experience
3. Evolve the ICMS Model of Teaching
4. ICMS graduates are work-ready + thoroughly equipped to tackle tomorrow’s challenges
5. Ensure ICMS is at the forefront of the industries in which it specialises
6. Develop an inspiring campus
7. Forge lifelong connections with Alumni
8. Sustained financial viability enabling ongoing enhancement of the College

ICMS STRATEGIC PLAN 2014-16
Continue to foster a culture and overarching philosophy in which all staff place paramount importance on students achieving set outcomes. The aim is to deeply and permanently embed this in our ICMS culture.

**STRATEGIC ENABLERS**

- **Creation of a ‘Student Life’ team**
  - to ensure a cohesive, integrated and delightful student experience across the entire student life cycle

- **Enhance our Academic Support Systems**
  - thereby generating measurable improvement in performance in those students who seek support

- **Ongoing development of the ‘Aspire Institute’ brand as a provider of pathway opportunities for students**

- **Evolve and develop the ‘Profit Share’ and ‘Employee Bonus Program’ – ensuring it is available to a wide cross section of staff**

- **Implementation of the Workforce Plan including activation of the key strategies and actions**

- **Increased engagement and collaboration with students – to ensure students feel their feedback is valued, considered, and acted upon**

Achievement of this strategic objective, due to its far-reaching nature, is further bolstered by complementary strategic objectives.
ESTABLISH AN ENGAGING STUDENT EXPERIENCE

In setting out to ‘establish an engaging student experience’ ICMS recognises that it has a role as both an educator and a facilitator of a more far reaching overall experience.

STRATEGIC ENABLERS

- Creation of a ‘Student Life’ team – who ensure a cohesive, integrated and enriching student experience across the entire student life cycle
- Enhanced industry engagement - incorporating ongoing course development and enhancement along with a focus on ensuring student outcomes remain relevant
- Foster and develop strategic partnerships with key institutions around the globe
3 EVOLVE THE ICMS MODEL OF TEACHING

Evolve the distinctive ICMS model of teaching (the ‘Integration of Practice and Theory’) in which students are considerably more likely to succeed.

STRATEGIC ENABLERS

Teaching and Learning delivery to maintain and focus on:
- Ensuring classes are both small and interactive
- Fostering a collegial learning environment and teaching style
- A “real world” orientation in general
- Integrating the practical with the theoretical

Teaching Staff must be:
- Industry experts with current “real world experience”
- Passionate Educators

Meaningful and public recognition of teaching success

Recognition of staff contribution to course improvement and innovation

Conserve and evolve the staff professional development program
ICMS Graduates are work-ready + thoroughly equipped to tackle tomorrow’s challenges

Graduates are highly employable possessing both the knowledge and skills required to be immediately effective and to apply their knowledge and skills in order to meet future challenges

**Objective**

**Strategic Enablers**

**Teaching and Learning delivery to maintain and focus on:**
- Ensuring classes are both small and interactive
- Fostering a collegial learning environment and teaching style
- A “real world” orientation in general
- Integrating the practical with the theoretical

**Enhanced industry engagement - incorporating ongoing course development and enhancement along with a focus on ensuring student outcomes remain relevant**

**Meaningful and public recognition of teaching success**

**Recognition of staff contribution to course improvement and innovation**

**Teaching Staff must be:**
- Industry experts with current “real world experience”
- Passionate Educators
ICMS IS AT THE FOREFRONT OF THE INDUSTRIES IN WHICH IT SPECIALISES

Ensuring the ICMS brand is synonymous within the specialist fields in which it operates, is a key component in ICMS’s ongoing quest to achieve its vision.

STRATEGIC ENABLERS

1. Increase the volume and level of industry partnerships – leading to:
   - Opportunities for students – through additional scholarships
   - Enhanced industry training opportunities

2. Enhanced industry engagement - incorporating ongoing course development and enhancement along with a focus on ensuring student outcomes remain relevant

3. Ongoing course enhancement to ensure that within (at least) the Hospitality and Event Management fields, our courses are recognised as the ‘benchmark’, to which all other providers are measured

4. Adoption and imbedding of the ‘Quality Assurance Framework’ – including the development of ‘Indicators of Quality’ which provide assessment of ICMS key courses relative to other institutions
Continue the ongoing development of an inspiring campus which enables the easy transference of knowledge and skills, and improves the quality of the overall ICMS experience. The importance of this is further reinforced by our ICMS Model of Teaching (incorporating the Integration of Practice and Theory).

**STRATEGIC ENABLERS**

**Ongoing Improvement of Facilities**
- Creation and modernisation of simulated environments
- Infusion of relevant technology into the learning environments to enhance the overall teaching and learning experience
- Creation (and preservation) of innovative & engaging environments (both physical & electronic)

**Ongoing enhancement of the Library and associated study related facilities**

**Creation of a ‘Masterplan’ that articulates the long-term vision for the Manly campus, including synchronizing the ICMS Model of Teaching with the anticipated growth of the College**
FORGE LIFELONG CONNECTIONS WITH ALUMNI

Forge and develop lifelong and active connections with alumni for mutual benefit.

STRATEGIC ENABLERS

- Develop the ‘Connected Alumni’ program
- Enhanced industry engagement - incorporating ongoing course development and enhancement along with a focus on ensuring student outcomes remain relevant
ICMS recognises that ongoing and sustainable profits are necessary to facilitate the operation and continual improvement of the College.

Achievement of this strategic objective, whilst supported by the below strategic enablers, is primarily an outcome of having achieved all other strategic objectives.

**STRATEGIC ENABLERS**

- All programs undergo an annual review which includes an assessment to ensure they are individually financially viable
- Targeted program to reduce the level of fixed costs, as a percentage of total revenue
- Ensure the composition of body of the teaching staff allows for quick reaction to changes in demand
- Develop an overarching “core systems improvement program” aimed at:
  - Enhancing the quality of service to students
  - Simplifying systems for students
  - Reducing the overall cost base