



MISSION

To enrich the lives of all by providing high-quality, responsive education and training for nation building and global advancement towards an innovative, inspiring, outstanding and empowered society.

VISION

Leader Institution Dedicated to Excellence and Providing Quality Education, Training, Research and Service to Papua New Guinea and the Pacific



“Our Vision is aligned with the Government of PNG’s Vision 2050’s Pillar 1 Objective: Best & Productive Human Resource; and Pillar 7 Objective: Sound and Clear Development Planning”.

VALUES



- Our students and customers are paramount.
- We strive to provide excellence in all that we do.
- Working together with mutual respect.
- Acting with integrity at all times.
- Know every student by name, learning in a safe environment with a promise to graduate college and career ready.
- All stakeholders are valued and treated with dignity, courtesy and respect.
- Open honest two-way communication internally and externally.
- Instructional excellence on competency based.
- Equity.
- Accountability.
- Trust.
- Teamwork.
- Kindness.

CORE BELIEFS

We believe that the Institution-wide commitment to these core beliefs is vital at all levels of the organization and will enable students to succeed and become responsible citizens.

Our Students Come First:

- We believe it is essential to place the interests of students above all others in every decision we make.
- We believe that the core work of MTI is supporting students learning.
- We believe it is our responsibility to do whatever it takes to ensure that every student, regardless of race, gender, socioeconomic status, language proficiency, learning style or disability, achieves to their highest level.

High-Quality Teaching and Learning are the Keys to Students Success:

- We believe high-quality instruction on competency based is the key to our students' success and is built on a rigorous and relevant curriculum that is aligned to standards, measurable outcomes, positive relationships, appropriate professional development and equitable access to educational opportunities.
- We believe in high-quality learning, teaching, systems, process and procedures; and we are up-to-date and comply with the instructions given by the National Training Council and Department of Higher Education, Research, Science and Technology.
- We believe in high expectations for all students and staff built on a culture that respects individual differences and includes fair treatment, honesty, openness and integrity.

A Safe and Orderly Learning Environment Supports Success:

- We believe schools are the heart of our communities and are committed to providing healthy and safe school environments.
- We believe in Occupational Health and Safety (OHS); Our OHS Policy supports this and our organisation and campus are trouble-free learning environment.
- We believe in our students, teachers and stakeholders; and they must be protected at all times at the campus.

A High Performing Learning Institute includes Effective Leadership, Accountability, Effective Organizational Systems and an Engaged Community:

- We believe in demonstrating a commitment to continuous improvement through collaboration and integrated decision making.
- We believe effective leadership is vital at all levels of the organization and will create student success.
- We believe it is our public duty to properly steward MTI resources through ethical behavior, compliance to the law, transparency of processes and sound fiscal controls.
- We believe community partnerships and family engagement are fundamental to achieving and sustaining student success.
- We believe in stakeholder partnership and collaboration in making networks to create a long-term relationship.
- We believe in MTI, including the central office and support staff, which is dedicated to providing high-quality service in support of teaching and learning.

STRATEGIC OBJECTIVES

The following five-year Strategic Plan is organized into four sections:

- i. Focus on learners/ students by providing them with an excellent learning experience.
- ii. Grow our Institution through an innovative and competency based curriculum and market development which meets the needs of employers, students, parents and the communities in which we work.
- iii. Work in partnership with employers and stakeholders to continuously improve the quality and efficiency of our competency based curriculum and services to become outstanding.
- iv. Retain, reward and recruit high-quality workforce that will impart the needed knowledge and skills to the learners/ students.

We recognize that all of these areas are extensively interrelated. They are aligned to PNG's Vision 2050 and the MTDP.

**Special Note: Because of its central importance to our mission and vision as a Service oriented Institution, MTI believes in Quality Service Delivery, and the means and ways of how to deliver has been integrated into all areas of the Strategic Plan, and has made every effort to do so during the strategic planning process.*

THE PROMISES

In five years:

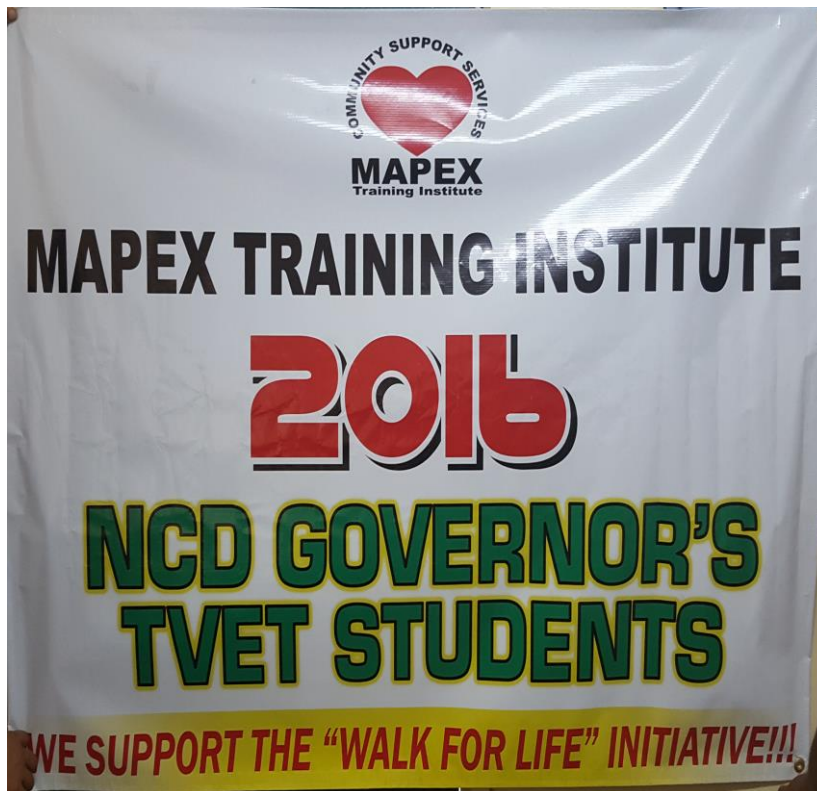
- The MTI will be one top-class learning environment that produce 21st century leaders.
- Our students will graduate with certificates and diplomas to a standard of College and Career ready.
- The Institution will attract knowledgeable, highly effective and diverse teachers and trainers who want to work in a high performing Institution.
- Parents and community members will turn their focus towards MTI for the privilege of sending their students to an Institution that is thriving in A Culture of High-Quality Education and Training basing on Equity and Proficiency.
- The MTI will fully externalize some of the courses which are currently taught here at Port Moresby to other provinces.
- The MTI will fully take on board the boarding students as soon as the construction of the dormitories is completed.
- The MTI will continue to maintain high-quality learning, teaching, systems, processes and procedures; and we will be up-to-date and comply with the instructions given by the National Training Council and Department of Higher Education, Research, Science and Technology to be the best Training Institution in PNG.

THEORY OF ACTION

IF... there are highly effective, knowledgeable, and diverse teachers and trainers in every course program who can create a learning environment of respect and mutual accountability, use data to differentiate competency based instructions and convince each student to achieve,

THEN...all students will graduate College and Career Ready in *A Culture of High-Quality Learning Environment basing on Equity and Proficiency.*

OUR COMMUNITIES



The Institute serves many and varied communities; from our place in the center of our local town (Boroko) we serve the wider regional landscape as well as working with employers and students from the provincial and local community.

Community to MTI is broader than what is immediately surrounding our campus/ Institution. We use community to describe the key audiences we seek to develop meaningful and successful relationships with through delivering this strategic plan.

To us, community is not a limiting factor but describes an ambition for delivering our competency based curriculum and services where we can fulfill the needs of others by delivering value-added training and educational programs.

KEY ACHIEVEMENTS FROM 2014 – 2016



- **AUSAID (AIGS) – Year (July-August) 2008** - Engagement by AIGS to design a Basic Book Keeping Model- A *Guide to Project Activity Planning, Budgeting and Financial Control* for Small Grant

Receivers through **AIGS** “Agricultural Innovative Grants Scheme”.

- **OK TEDI MINING (OTFRDP) – Year (October – November) 2010** - Four Weeks engagement by **OTFRDP** to deliver Capacity Building Training of Village Planning Committees within the CMCA and Mine Impacted Villages (North Fly District) of Western Province.
- **POGERA GOLD MINE - Year (June) 2010** - One week engaged by the Company to deliver Capacity Building Training on Project Planning &

Proposal Writing Skills, and Project Management Skills to Leaders in the Mine Impacted Villages.

- **SIMBERI GOLD MINE – Year (September) 2011** - One week engaged by the Company to deliver Capacity Building Training on Project Planning & Proposal Writing Skills, and Project Management Skills to Community Leaders in the Mine Impacted Villages.

- **CATOLIC BISHOPS CONFERENCE - YEAR (29th April -03rd May) 2013** - One-week engagement to deliver Capacity Building Training on Project Planning & Proposal Writing Skills to Diocesan Education Secretaries in PNG at Emmaus Retreat Centre – CDBIT.

- **POPULATION INTERNATIONAL – YEAR (December) 2013** - One-week engagement by the Company to deliver Capacity Building Training on Project Planning & Proposal Writing Skills to its Project Officers.

- **NCDC – Year (January 13th – 17th) 2014** - Two Weeks engagement by NCDC Community & Social Services Department to deliver Capacity Building Training on Project Planning & Proposal Writing Skills, and Project Management Skills to Senior Project Officers representing respective Divisions of the Department.

- **NGO PRO (Madang) – Year (March 03rd - 07th) 2014** - One-week engagement to deliver **Train of Trainer** Training on Project Planning, Budgeting and Monitoring to NGO staff and its Partners from Highlands and New Guinea Islands representatives in Madang.

- **WORLD VISION – YEAR (March 24th – 28th) 2014** - One Week engagement by the World Vision’s Community & Social Services Department to deliver

Capacity Building Training on Project Planning & Proposal Writing Skills, and Project Management Skills to Senior Project Officers representing respective Communities and Settlements in NCD.

- **DEPARTMENT OF RURAL DEVELOPMENT – YEAR (May 26th – 30th) 2014**
 - One Week engagement by the Department to deliver Capacity Building Training on Project Planning & Proposal Writing Skills to Senior Project Officers representing respective Divisions of the Department.

- **February 2016** – MTI started offering one full year Diploma program for all the courses.

POLICY AND ECONOMIC CONTEXT

Skills and economic policy continues to change the environment; creating both opportunities and challenges for MTI and other Institutions in PNG. The Government's policies; Skills for Sustainable Growth, the MTDP, Vision 2050, and educational reforms, are designed to put human resource development and skills training at the heart of the education system for economic growth creating many opportunities that will be maximized through this strategic plan.

However, at the same time the same policies and the Government's long-term budget strategies will create more competitive markets and reduce national government funding for many areas of education and training.

Positively, the Government aims to ensure that the private educational training providers provide the needed skills and knowledge to the skilled workforce employers through a rigorous and responsive educational skills system. This creates a big opportunity for the MTI to proactively participate and grow its educational training Institution.

Whilst there are opportunities for growth, the recently announced Technical Vocational Educational Training (TVET) program also brings challenges for the MTI from shifts in funding models; for example, funding training Institutions for success and funding employers directly for skills training and apprenticeships. Our strategies for growth will challenge us to develop broader income streams to accommodate these growth challenges.

In order for the MTI to operate in this challenging economic environment, we operate within three Local Enterprise Partnership (LEP) areas:

- ✓ Public-Private Partnership,
- ✓ Parents-Student Relationship, and,
- ✓ Donor/Sponsor Funding Partnership.

Each LEP is very supportive of educational skills development but as they are ambitious for economic growth they will be setting high demands on the sector to respond. Our strategies recognize this and will position the MTI to be responsive and compete on innovation and quality to ensure we deliver to the needs of local and regional employers, parents, students and stakeholders by large.

The continued trend of falling numbers of private training Institutions due to not fulfilling the standards of the Authorities, employers and school leavers across all geographic areas presents a key challenge to the MTI. This is the pivotal challenge area our strategic plan was developed to meet.

Despite the challenges of funding, the high levels of unemployment and school leavers in the 21st Century in PNG presents opportunities for developing relevant competency based curriculum that can lead to employment or Higher Education.

Similarly, many adults and school leavers within our communities have no qualifications or only low levels of attainment which is a further indicator that our Institution offer should be responsive to the needs of business and community growth.

Policy and the socioeconomic environment have developed requirements for the sector to support social cohesion and create social impact; our strategies will have a key role in responding to the changing needs of a dynamic economy and society.

We have set stretching strategic objectives and developed strategies that enable the MTI to compete for learners, market share, public and private income and sustain competitive advantage in this ever changing global village.

Perhaps, our Motto: “GoLocal” – ‘Global Focus’, ‘Local Impact’; will drive the strategic plan towards our desired dreams of all Papua New Guineans to be educated and skilled by year 2050 in line with the Government of PNG’s Vision 2050.

WORKING WITH LEPs, BUSINESSES AND THE COMMUNITY



Mapex Training Institute will strive to ensure we are held in high regard locally and regionally by LEPs, businesses, government departments and the wider community.

The MTI enjoys an excellent reputation delivered through high

quality teaching and learning, outstanding student success, new specialisms, new developments, improved student accommodation and increased collaboration with our partners. We will continue to celebrate our successes, of which there are many, as widely as possible.

We will embed the core principles of reputation and engagement in all that we do, across all areas of activity. Our strategies, outlined in this plan will support the continued emphasis on delivery of our vision in line with the Government of PNG's Vision 2050 and the MTDP.

STRATEGIC OBJECTIVES AND STRATEGIES

Our corporate objectives, which will be met over the life of this plan have been developed to fulfill our vision, the strategies and tasks outlined for each objective are designed to continue our journey of development and deliver our mission.

Strategic Objective 1: Focus on Learners/ Students by Providing Them with an Excellent Learning Experience



Strategic Objective 1: Strategies

- 1.1. *Provide a market-led Institution, work-based and competency-based distance learning curriculum, from Entry Level to Higher Education, which has seamless progression opportunities and pathways.*
- 1.2. *Deliver an accessible competency based curriculum where delivery is flexible and responsive.*
- 1.3. *Continuously assess our teaching and learning models and activities.*
- 1.4. *Continuously improve student support through effective 'Learner Journey' activities.*

- 1.5. *Providing relevant and practical learning in realistic and authentic working environments.*
- 1.6. *Embed enterprise, entrepreneurship and employability in our course design.*
- 1.7. *Develop e-learning and blended learning in order to meet individual needs and aspirations.*
- 1.8. *Participate in key local forums and conferences, in order to plan provision and progression routes.*
- 1.9. *Ensure our strategic curriculum planning engages with key employers and their representative organizations.*

Strategic Objective 1: Tasks

- 1.1.1. *Evaluate student readiness for college and career outcome to actual results.*
- 1.1.2. *Explore the potential for flexible student scheduling, including evening classes, late or early graduation and other programs.*
- 1.1.3. *Explore the potential for special needs programs involving vocational training.*
- 1.1.4. *Monitor the progress of all students (specially evaluating academic progress, co-curricular involvement, service, attendance, and parental involvement) as they transition into MTI.*
- 1.1.5. *Explore and contact with potential employers.*
- 1.1.6. *Identify and put students into internship programs.*
- 1.1.7. *Identify and award top students in the areas of practical and academic performance.*
- 1.1.8. *Evaluate the OHS areas of students twice a week.*
- 1.1.9. *Evaluate the weighting of programs for use in determining GPAs.*
- 1.1.10. *Consider implementing a student review process for faculty evaluation.*
- 1.1.11. *Evaluate the impact of the competency-based curriculum through discussion with focus groups comprised of current students and graduates.*

- 1.1.12. Reinforce the concept that each individual student has a personal vocation to each level of the program. Ask teachers to commit to ensuring the message of personal vocation during academic year.

Strategic Objective 1: Key Performance Indicators

- 1.1.1. Achieve overall success rates of 85% on long qualifications particularly on our Diploma programs.
- 1.1.2. Achieve an overall teaching and learning profile of 85% good or better lessons with 20% assessed as outstanding.
- 1.1.3. Achieve a stakeholder satisfaction rate of at least 85% or plus.
- 1.1.4. Achieve a student (former and current) satisfaction rate of at least 85% or plus.

Strategic Objective 2: Grow Our Institution through an Innovative and Competency Based Curriculum and Market Development Which Meets the Needs of Employers, Students, Parents and the Communities in which We Work



Strategic Objective 2: Strategies

- 2.1. *Develop Higher Education provision that meets the needs of employers, students, parents and the community.*
- 2.2. *Increase market share through developing unique and competency based curriculum offers for specific target segments, for example; gifted and talented.*

- 2.3. *Keep open communication regarding school events to current students and families, alumni, prospective students and families, employers and the community-at-large.*
- 2.4. *Develop a market-led curriculum that is focused on future business and community needs.*
- 2.5. *Develop and provide a flexible and innovative curriculum that enables unemployed adults to progress onwards into either employment and/or further study.*
- 2.6. *Work in partnership with a wide range of other providers to ensure a coherent approach to meeting the needs of employers, stakeholders and the community.*
- 2.7. *Properly maintain existing campus, facilities and plan proactively for future needs.*
- 2.8. *Grow the number and range of employers we work with and establish strategic and operational engagement. Increase the number of employers who are business leaders and entrepreneurs.*
- 2.9. *Grow distance learning income through the development of competency based distance learning curriculum basing on the current courses we are offering.*
- 2.10. *Develop strong partnerships with our Local Strategic Partners.*
- 2.11. *Improve reputation at MTI and abroad portraying a good image.*

Strategic Objective 2: Tasks

- 2.1.1. *Review school's current curriculum against external and internal standards and reform as appropriate.*
- 2.1.2. *Explore the feasibility of expanding Lahara sessions and online programs, both remedial and enrichment.*

- 2.1.3. *Design and implement a system for comparing the Graduate Outcomes to actual results.*
- 2.1.4. *Research and develop programs to increase standardized programs for all students.*
- 2.1.5. *Design and implement all programs to meet the needs of the employers and students.*
- 2.1.6. *Design and implement all advertisement to increase student intake.*

Strategic Objective 2: Key Performance Indicators

- 2.1.1. *Improve market share of school leavers by 5% or more every year.*
- 2.1.2. *Improve marketing and advertisement of programs via all forms of media by 85%, and by 15% for paid media every year. Advertisement done monthly.*
- 2.1.3. *Increase the number of enrolments by 10% every year.*
- 2.1.4. *Improve internal progression rates by 5% or more every year.*
- 2.1.5. *To achieve a positive destination rate of 80% or more.*
- 2.1.6. *Maintain annual turnover of at least a certain amount every year.*

Strategic Objective 3: Work in Partnership with Employers and Stakeholders to Continuously Improve the Quality and Efficiency of Our Competency Based Curriculum and Services to Become Outstanding



Strategic Objective 3: Strategies

- 3.1. Achieve continuous quality improvement year on year in all curriculum and support areas judged on by both internal and external academic auditors.*
- 3.2. Deliver customer-focused teaching and learning that ensures it meets learners' needs and enriches their lives.*
- 3.3. Further develop our proactive culture so that it supports our vision for self-improvement.*

- 3.4. *Demonstrate respect for self and others, commit to service and serve, and promote justice in the global village.*
- 3.5. *Embed performance management, personal and professional standards and accountability across all areas of activity.*
- 3.6. *Create business support structures, processes and practices that provide internal and external customers with an outstanding experience.*
- 3.7. *Further develop systems and opportunities for stakeholder feedback to assess how teaching and learning and business support activities are meeting students' needs and improving the quality of services.*
- 3.8. *Effectively communicate, promote, and market the mission, vision, beliefs, values, brand, and programs of MTI to defined target audiences and all stakeholders.*

Strategic Objective 3: Tasks

- 3.1.1. *Research community-building programs and courses.*
- 3.1.2. *Provide a welcoming environment for all students and families by sending a personalized welcome letter from the CED or Principal, inviting families to attend any form of gatherings like graduation or meetings.*
- 3.1.3. *Identify and implement a laptop or desk-top program in light of emerging technologies.*
- 3.1.4. *Research best practices in technology implementation for MTI and compare results to date.*
- 3.1.5. *Identify all additional resources and support that may be required for all students to be successful.*
- 3.1.6. *Consult staff, stakeholders, employers and parents on ways to improve the course curriculum and programs.*
- 3.1.7. *Evaluate marketing efforts on an annual basis and update marketing plans as required.*

Key Performance Indicators for Strategic Objective 3

- 3.1.1. *To achieve a position where all curriculum and business support areas are self-assessing at good or outstanding.*
- 3.1.2. *Achieve an operating surplus of at least 1% to 5% yearly.*
- 3.1.3. *Increase the investment in teaching, research, learning and assessment by 5% yearly.*

Strategic Objective 4:

Retain, Reward and Recruit a High-Quality Workforce that will Impart the Needed Knowledge and Skills to the Learners/ Students



Strategic Objective 4: Strategies

- 4.1. *Implement a recognition and rewards scheme for all MTI Staff.*
- 4.2. *Gather and use staff feedback to improve systems, processes and practices; use feedback to strive for the high level satisfaction of all staff.*
- 4.3. *Continue to invest in staff training and development to ensure the right knowledge and skills are in place to support the attainment of our vision.*

- 4.4. *Ensure the performance review and appraisal process supports and develop staff to deliver the strategic objectives of this plan.*
- 4.5. *Implement a range of employment models to support the needs of the individual and fulfill the needs of the organisation by large.*
- 4.6. *Develop a high-performing leadership culture across all levels of the organisation.*
- 4.7. *Build capacity within staff teams to support strategic changes.*
- 4.8. *Promote equality and respect diversity and culture of each staff.*
- 4.9. *Ensure that staff occupational health, safety and welfare are revised and discussed at all times at campus.*
- 4.10. *Attract, empower, development and retain dedicated professionals who effectively advance graduate outcomes.*

Strategic Objective 4: Tasks

- 4.1.1. *Recruit professionals with Masters Degree and at least two years' work experiences.*
- 4.1.2. *Revise pay package as comparable with that of advanced Institutions like IBS and ITI.*
- 4.1.3. *Develop office space and housing capacities for all employees.*
- 4.1.4. *Develop workplace facilities like internet, library, books, etc.*
- 4.1.5. *Evaluate Staff's forum and conference or research papers.*
- 4.1.6. *Identify Staff's connections with employers and other stakeholders.*
- 4.1.7. *Review current Staff continuing education programs to maximise effectiveness; emphasize and encourage professional developments for all staff members.*
- 4.1.8. *Publicly and regularly celebrate the achievements of staff members.*
- 4.1.9. *Implement a formal peer review process for all staff.*

Strategic Objective 4: Key Performance Indicators

4.1.1 Achieve an increase in staff satisfaction by 5% to 10% each year.

4.1.2. Achieve a 100% completion of staff appraisals; set with SMART targets which are supportive of our strategic objectives.

4.1.3. Reduce staff turnover to less than 5%.

4.1.4. Reduce staff occupational health, safety and welfare grievances to less than 10%.

IMPLEMENTATION OF THE STRATEGIC PLAN

Mapex Training Institute's commitment to monitoring progress as we move forward with the implementation of the Strategic Plan is a high priority for our School Board, staff, families and community members. We have built clear targets for continuous improvement and raised the bar for students and adults. This plan reflects the responsibility of the entire school system and all of its stakeholders to ensure that each and every student succeeds. To that end, the strategic coordination within and between MTI central office and school and the realignment of resources is built into the objectives and metrics of the Strategic Plan. We have provided identifiable ways to measure our success on each of our objectives and strategies. All of the work in this plan represents ongoing improvement efforts and initiatives that are aligned to our mission, vision and core beliefs. This plan represents our theory of action for delivering on each of these. Over the next few months, the 'think tank' team will develop a full scope of work that builds out the action steps needed to operationalize this plan.

As we implement this plan, we will hold regular "check ins" with the staff and Board to monitor whether our strategies and initiatives are moving us toward our objectives and goals, or whether we need to amend certain elements to course correct.

MONITORING AND PERFORMANCE MANAGEMENT

Monitoring and performance management of the delivery of the plan will be undertaken by Senior Management Team and the Board. An annual review of the plan by Senior Management and Board will take place.

Strategic Plan Follow-Up and Execution

The School Board and Administration accept the responsibility for implementing the Strategic Plan of MTI. The plan will be implemented during the next five school years: 2017-2018 through 2021- 2022. Each year, the School Board will work in conjunction with the Principal and CEO to ensure that all objectives, strategies and tasks are being addressed and accomplished in a timely and professional manner.

The annual progress of the plan will be reported yearly to all Academic Heads via the school's annual report. The future objectives, strategies and tasks that constitute the plan will also be reviewed for usefulness and relevancy on an annual basis.

As MTI Moves Forward...



This strategic plan presents an exciting direction for MTI for the next five years. But it is not enough to just have a plan. Faithful and timely execution with consistent monitoring is critical to producing outcomes.

To monitor our progress in achieving the MTI Promise, we will be measuring our initiatives on our strategic dashboard using a simple SWOT analysis metrics.

The sample metrics that will help monitor our progress are included in the appendix section.

The actual metrics on the dashboard from SWOT Analysis will be updated regularly as they are available and publicly shared so that everyone in MTI can be a part of building MTI Promise.

TARGETS

Targets to support the achievement of the strategic plan will be monitored and set annually. Perhaps, at this point, the 2017-2018 budgets contain, in whole or in part, many of the strategies in this plan.

The budgeting process dedicated to the realignment and deployment of resources to the strategic plan will begin immediately after the Board adopts this refreshed and revised strategic plan.

CONCLUSION

In summary, the planning process that led to the development of this Strategic Plan evaluated the impact of various factors and responded to substantial change with one very important exception. First and foremost, MTI remains fully committed to achieving its Mission, Vision, Values, Promises, Objectives, Strategies, Tasks as a private school dedicated to transforming students/ learners in heart and mind, preparing them to serve their families, communities, districts, provinces, private and government agencies, PNG and the global village.

God Bless PNG – God Bless Mapex Training Institute.

TACTICAL PLAN

Appendix A: Components of Strategic Plan

1. VISION

- Captures desired outcomes as a result of scenario planning.

2. THE MISSION STATEMENT

- Outcome based.
- Clearly state what the organization does and what its services are.
- Clearly state what the organization should achieve.
- Makes it easy for others to judge us, i.e. via results.
- Directed towards an organisation's clients/customers both internally and externally.

3. CORE VALUES

- Independence, integrity, professionalism, responsibility, quality services.
- Values that the organization wants to honour to improve image and reputation.

4. CORPORATE OBJECTIVES/ LONG TERM OBJECTIVES/ HIGH-LEVEL OBJECTIVES/ KRAs/ SRAs

- Functional approach: Management and Leadership Objectives, Human Resources, Market, Information Technology, Operations, Learning and Development, People, Stakeholders, Business, etc.

- Outcome approach: Market Outcomes, Process Outcome, Competitive Position, Financial Outcomes, Share Value, etc.

5. STRATEGIES FOR HIGH LEVEL OBJECTIVES

- For each objective, strategies are developed.

6. TASKS FOR EACH STRATEGIC OBJECTIVES

- Specific, interim, ultimate time based measurements, for example, within 3 years hence goals should be 5% plus achievable, quality output, maximize student intake, qualified teachers, etc.
- Conduct gap analysis here to help set realistic goals.

7. PRIORITY PROGRAMS FOR IMPLEMENTATION

- Includes resources, objectives, time-scales, deadlines, budgets, and KPIs for duration of strategic plan.
- Elaborate all these in Strategic Plan and annual work plan.

8. STRATEGIC CONTROL BY CED AND BOARD

- Reporting strategy and template developed: monthly, quarterly and yearly reports on key results.
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Appendix B: Yearly Tactical Plan

MISSION

To enrich the lives of all by providing high-quality, responsive education and training for nation building and global advancement towards an innovative, inspiring, outstanding and empowered society.

VISION

Leader Institution Dedicated to Excellence and Providing Quality Education, Training, Research and Service to Papua New Guinea and the Pacific.

“Our Vision is in line with the Government of PNG’s Vision 2050’s Pillar 1 Objective: Human Capital Development; and Pillar 7 Objective: Sound and Clear Development Planning”.

VALUES

- Our students and customers are paramount
- We strive to provide excellence in all that we do
- Working together with mutual respect
- Acting with integrity at all times
- Know every student by name, learning in a safe environment with a promise to graduate college and career ready
- All stakeholders are valued and treated with dignity, courtesy and respect
- Open honest two-way communication internally and externally

- Instructional excellence on competency based
- Equity
- Accountability
- Trust
- Teamwork
- Kindness

CORE BELIEFS

We believe that the Institution-wide commitment to these core beliefs is vital at all levels of the organization and will enable students to succeed and become responsible citizens.

Our core beliefs are based on:

- i. Our Students Come First,
- ii. High-Quality Teaching and Learning are the Keys to Students Success,
- iii. A Safe and Orderly Learning Environment Supports Success, and,
- iv. A High Performing Learning Institute includes Effective Leadership, Accountability, Effective Organizational Systems and an Engaged Community.

STRATEGIC OBJECTIVES

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- iii. Work in partnership with employers and stakeholders to continuously improve the quality and efficiency of our competency based curriculum and services to become outstanding.
- iv. Retain, reward and recruit a high-quality workforce that will impart the needed knowledge and skills to the learners/ students.

We recognize that all these areas are extensively interrelated. They are aligned to PNG's Vision 2050 and the MTDP.

Appendix C: SWOT Analysis

<p style="text-align: center;">External</p> <p>Internal</p>	<p>Opportunities</p> <ol style="list-style-type: none"> 1. High demand 2. Less competition 3. Less substitutes 4. Lost customers 	<p>Threats</p> <ol style="list-style-type: none"> 1. Low demand 2. High competition 3. Limited clients 4. More substitutes
<p>Strengths</p> <ol style="list-style-type: none"> 1. Institute name with reputation 2. High quality 3. Good client networking & relationship 4. Qualified staff 	<p>Possible Strategies</p> <ol style="list-style-type: none"> 1. Charge low price possible 2. Enter market 3. Maintain clients 4. More advertisement 	<p>Possible Strategies</p> <ol style="list-style-type: none"> 1. Diversify courses 2. More demanding courses 3. Maintain relationship 4. Social Media
<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Competition & offer similar courses 2. Financial crisis & High course fees 3. Less sponsors 4. Enrolment decline 	<p>Possible Strategies</p> <ol style="list-style-type: none"> 1. Innovative 2. Reduce course fees 3. Employers partnership 4. More advertisements 	<p>Possible Strategies</p> <ol style="list-style-type: none"> 1. Merge 2. Cooperate clients 3. Local MPs 4. Students Alumni

SWOT Analysis is used to identify performance gaps followed by objective areas, strategies, tasks and priority actions.



Appendix E: Annual work plan template

Priority objectives and actions of the Academic Divisions 2017-2018

Goal Areas	Priority Actions	KPI	Action Officer(s)	Due Dates	Budge (K) & Source	Institution or Division Lead/ Support	
1							
2							
3							
4							
5							
6							

Appendix F: Academic Divisions Monitoring & Evaluation Template

Priority Objective No.:

Priority Actions	Expected Output (KPI)	STATUS - % Completed	Constraints/Risks	Actions Taken
State priority Output	State the outcome(s) expected from the Activity	Indicate the progress of the Activity	Indicate issues and problems encountered in implementation (if any)	What actions have been taken to address the problems (if any)

SUMATION

- i.
- ii.
- iii.