



Strategic Plan 2022 - 2024

TEFMA 2022 – 2024 Strategy on a Page

Purpose:

To guide and influence the transformation of the higher education built environment into a vibrant and sustainable community

Vision:

By 2025, TEFMA is the first choice of members for promoting excellence and best practice for the higher education built environment

Mission:

Deliver member value through the provision of insightful sector information and opportunities to network, share knowledge and collaborate within and across the sector

Engagement with Members & Stakeholders

To raise the profile of TEFMA across all member categories and strengthen relationships, to encourage engagement with TEFMA and collaboration between members to deliver value

Strengthen relationships, engagement and collaboration

Expand & Enhance Value Proposition

To enhance the TEFMA Value Proposition to members through improvement in existing and the development of relevant new service offerings, to increase interaction with TEFMA and position it as the peak body for the sector

Develop new products and services

Sustainable Growth

To grow TEFMA's membership through increased sector penetration and selective expansion into related / adjacent markets, to increase Affiliate members and non-institutional membership fee income

Grow membership numbers

Capability & Capacity

To increase the capability and capacity of TEFMA, selectively increasing resources (employing or contracting) and utilising the TEFMA member base where possible

Build capacity to support the delivery of TEFMA's Strategic Plan

Values:

Integrity Quality Innovation Diversity

Key Issues & Opportunities

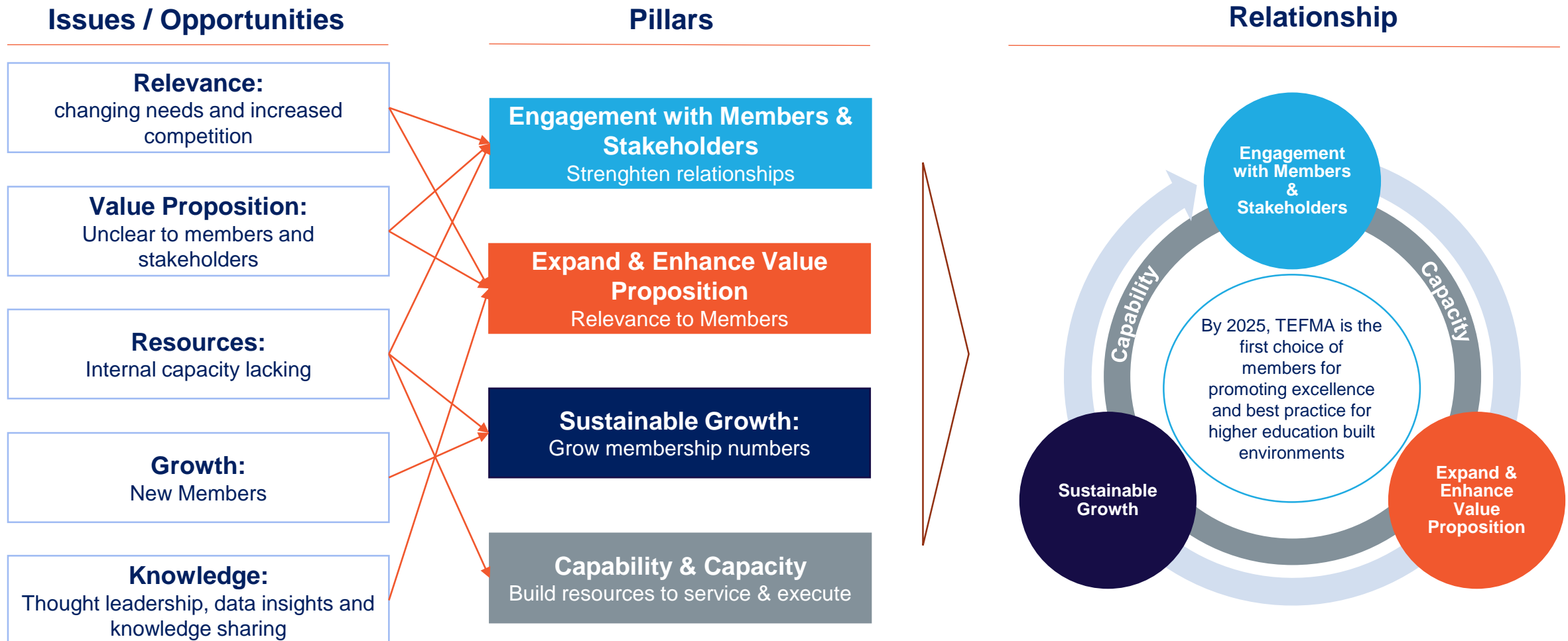
The following Strategic Issues and Opportunities were identified as those that must be addressed either due to negative impacts or opportunities to address.

Issue / Opportunity	Description
<p>Relevance: changing needs and increased competition</p>	<p>The higher education sector is facing unprecedented challenges arising from the COVID-19 pandemic. The sector is rapidly changing, particularly in its outlook for the future built environment and is looking for thought leadership and strategic guidance. Likewise, industry groups and commercial organisations are increasingly entering areas where TEFMA has been the incumbent or are providing similar/better offers. In responding, an opportunity exists to expand the TEFMA product and service offering.</p>
<p>Value Proposition: Unclear to members and stakeholders</p>	<p>As competition increases, the value proposition of TEFMA has become less apparent. Feedback from key stakeholders and members has identified that many do not understand what TEFMA does and / or may even lack awareness of who TEFMA is. TEFMA needs to define and communicate its value proposition better.</p>
<p>Resources: Internal capacity lacking</p>	<p>TEFMA has relied on its Board and small groups of committed Associate Members in delivering its existing program of benchmarking, networking and development. The demands on this group are unsustainable and resources will be needed to deliver the strategic plan.</p>
<p>Growth: New Members</p>	<p>TEFMA has the majority of Australian and New Zealand universities as members. However, there are both potential Associate members and alternative institutions / organisations that may be interested in becoming members. Finally, TEFMA recognises the Institutional Member base has value to prospective Business Partners and expansion of that category is desirable.</p>
<p>Knowledge: Thought leadership, data insights and knowledge sharing</p>	<p>TEFMA has sector knowledge and member experience, access to business partner expertise, and significant data from its benchmarking survey. At present, TEFMA does not optimise how it accesses, uses or disseminates that information. An opportunity exists to build TEFMA into a thought leader and adviser, offering expert analysis and insights from its members and partners, along with acting as a mechanism to share knowledge, to drive best practice in the sector.</p>

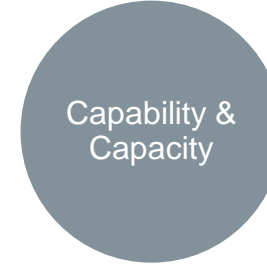
The link to the Strategic Pillar response

Four Strategic Pillars have been developed to respond to the Key Issues and Opportunities.

Each Pillar supports the other where Growth provides resources, Engagement improves understanding of needs to develop the Value Proposition, enabled by improved Capacity and Capability.



The Strategic Pillar overview



What	Strengthen relationships and understanding	Development of Products & Services	Grow membership numbers	Build resources to service and execute
Objectives	<ol style="list-style-type: none"> To increase participation and interactions with TEFMA To increase interactions between members To raise profile of TEFMA To improve information sharing across industry 	<ol style="list-style-type: none"> To position TEFMA as a thought leader and increase its influence To launch new products and services and respond to competitor offerings To increase the relevance of TEFMA to members 	<ol style="list-style-type: none"> To grow TEFMA's existing membership numbers To launch and grow new membership categories To increase non-institutional revenue To raise TEFMA's profile and sector influence 	<ol style="list-style-type: none"> Enable Growth, Relevance and Engagement Pillars Enhance support for TEFMA Board Support progression of strategic activities Maximise effectiveness of Board, Committees and Special Interest Groups (SIGs) through clear role definition and terms of reference
How	<ul style="list-style-type: none"> Marketing & Communications Stakeholder engagement Local Chapters Online community 	<ul style="list-style-type: none"> Launch new product & services eg: thought leadership, advice, CPD Enhance existing products & services 	<ul style="list-style-type: none"> Grow existing memberships Grow into adjacent markets 	<ul style="list-style-type: none"> Resource Plan Engagement of SIGs/ Associates Strategic oversight and prioritisation

The Strategic Roadmap



	#	Strategic Initiative	Owner	2021	2022				2023				2024			
				4	1	2	3	4	1	2	3	4	1	2	3	4
1. Engagement with Members & Stakeholders	1.1	Undertake marketing / communications to members	Executive													
	1.2	Corporate Profile and Relationships	Executive													
	1.3	IM Executive Engagement	Executive													
	1.4	Development of local / regional chapters	Executive													
	1.5	TEFMA Online Community / enhanced online offer	Information Services													
2. Expand & Enhance Value Proposition	2.1	New Products and Services	Knowledge Services													
	2.2	Strategic Thought leadership	Knowledge Services													
	2.3	Advice and analytical services	Knowledge Services													
	2.4	Develop & Implement CPD (or similar) model	Education Services													
	2.5	Enhancement of webinar / workshop offer	Education Services													
	2.6	Non-institutional Revenue Growth	Executive													
3. Sustainable Growth	3.1	Undertake Membership Review	Membership Committee													
	3.2	Institutional Member Growth	Membership Committee													
	3.3	Associate Member Growth	Membership Committee													
	3.4	Affiliate Members Growth	Membership Committee													
	3.5	Business Partner Growth	Membership Committee													
4. Capability & Capacity	4.1	Develop & Implement Resource Plan	Resource Work. Grp.													
	4.2	Leverage SIG's and Associate Members	Resource Work. Grp.													
	4.3	Strategic Governance & Prioritisation	Executive													



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Supporting Material for Business
Partners and Associates

Institutional and Business partners memberships have reduced and they have told us they want more



Provide more strategic advice



Provide information regarding best practice- especially from international and other industries outside tertiary asset management



Engage on behalf of members to issues/ trends impacting the industry



Professional development led by industry professionals (not just tertiary case studies or confined to tertiary facilities management)



Increased interaction/ networking including via webinars

The Tertiary sector has multiple opportunities and challenges where TEFMA can play a role

Headwinds

- Long term impact of COVID on international student market.
- Reduced funding but increased accountability from Government.
- Shift to online courses
- Student expectations on value for money shifting (eg away from mass lectures).
- Employer expectations shifting to emphasise soft skills vs technical skills traditionally taught at universities.
- Resistance to change from key stakeholders.
- New local and international competitors offering more flexible, cheaper and online offerings.
- Gap between larger and smaller institutions increasing.

Tailwinds

- Shorter courses & Degrees along with life long learning emerging.
- Campuses evolving to become community hubs.
- Generating campus data & information (facilities usage and management).
- Mix of learning environments (physical, augmented, digital).
- Tertiary institutional role in leading change eg sustainability.

Implications

- Campuses to be redesigned for more intimate, collaborative learning / community experiences vs mass lectures
- Move from 'facilities managers' to community and experience provider
- Investment in renovating existing facilities within a resource constrained environment will be challenging
- Campus experience will increasingly become a differentiator against online competitors
- Focus on asset optimisation and utilisation (eg year round vs semester)
- Increased need on data / analytical skills for providing campus experience (facility insight vs facility management)
- Shift towards shared resources and expenditure
- Increased integration with industry and commercial partners (learning, service provision and on site)
- Opportunity to play a leading role in "campus of the future"