

PERSPECTIVE 1: MEMBER SATISFACTION

To achieve our vision, what key outcomes do we need to deliver for our membership?						
Strategy Map	Key Actions	Portfolio Responsibility	Budget Allocation	KPIs	Targets	Timeframe
Member satisfaction – Deliver high quality annual forums and SIG forums, networking and professional development opportunities	1.1 Strengthen our distinctive position in the higher education sector built on high quality annual forums and SIG forums	SIG Liaison (with Chairs)	Nil	-Reinforce our values -Track trends over time -Measure progress -Targeted to key outcomes -Are Measurable	Annual and forum and SIG forum satisfaction 95%	Medium term
	1.2 Develop a networking strategy to deepen our involvement with the members	Relationship Management and Development	May need budget allocation	Member event satisfaction	Networking event satisfaction 85%	Short term
	1.3 Provide support and professional development programs to enable members to reach their potential	Professional Development	May need budget allocation	Member PD satisfaction	PD satisfaction 85%	Medium term
Innovation: Enhance and support engagement with the membership	1.4 Develop member profiles to better understand our membership	Membership and Mailing Lists	May need budget allocation	Member satisfaction via biennial survey	Overall AAIR services satisfaction 85%	Short term
Operational excellence: Raise AAIR's profile for institutional research decision makers of the future	1.5 Elevate our standing and reach by engaging with Government and sector representative groups	Executive Committee	Nil	Number of active sector relationships (e.g. DET ANUP, ACPET, COPHE etc.)	# of contacts with networks per year	Long term

PERSPECTIVE 2: FINANCIAL

To achieve our vision, what financial objectives must we accomplish?						
Strategy Map	Action	Portfolio Responsibility	Budget Allocation	KPIs	Targets	Timeframe
Member satisfaction: Provide value-for-money services to members	2.1 Maintain a value proposition statement	Strategic Planning	Nil	# of membership renewals	2% increase per annum	Medium term
Innovation: Maintain and expand revenue opportunities to ensure the long-term viability of AAIR	2.2 Develop a brand promotion strategy	Sales, Marketing and Promotional Materials	Nil	% increase in annual total revenue Revenue diversification (e.g. sponsorship, advertising etc.)	5% increase per annum 2% increase non-fora revenue	Medium term Long term
	Operational excellence: Control costs and invest in targeted development	2.3 Revise annual budgeting process and link to planning processes	Executive Committee	Nil	Operational overhead ROI new projects	Operational costs as a % of revenue (TBA) % income new projects

PERSPECTIVE 3: INTERNAL PROCESSES

What are the internal processes we should focus on to deliver high quality member services?						
Strategy Map	Action	Portfolio Responsibility	Budget Allocation	KPIs	Targets	Timeframe
Member satisfaction: Develop a better understanding of membership needs to build stronger relationships	3.1 Enhance our engagement with the membership to better understand the requirements of individual members	Membership and Mailing Lists	Nil	Increase in membership Membership retention Diversity of membership	1% increase per annum 80% retention rate # members under 30 % geographic diversity	Short term Medium term To be determined once data collection mechanism in place
	Innovation: Develop a proactive planning approach to delivery of services	3.2 Deliver annual forum, SIG forum and networking events schedule 12 months in advance 3.3 Implement self-service membership renewal	Professional Development Membership and Mailing Lists	Nil Budget allocation required	Increase in attendance at annual forum, SIG forum and networking events Completed membership renewal	5% increase in annual forum & SIG forum attendance # of online membership renewals per annum
Operational excellence: Enhance services through better use of technology and social media	3.4 Build a strong online presence (e.g. enable SIG LinkedIn groups, chat facilities, etc.)	Publications, Communications and Social Media	Social media budget	Number of likes and shares, followers, mentions, blog subscribers Level of engagement measures	Need baseline data # of newsletter opens # of bulletin opens	Medium term Short term
	3.5 Develop a members only section of the website (e.g. Experts database include an FAQ resource) 3.6 Implement a CRM system	Publications, Communications and Social Media Executive Officer and Executive Committee	Budget allocation may be required Substantial investment required	Number of member page visits and length of stay CRM software evaluation (short term)	# of unique page visits Average time on page (mins) On time implementation of CRM within budget	Short term Long term

PERSPECTIVE 4: PEOPLE, LEARNING & GROWTH

How will we improve skills and motivate our leadership team and committee						
Strategy Map	Action	Portfolio Responsibility	Budget Allocation	KPIs	Targets	Timeframe
Member satisfaction: Human capital: Build our organisation's leadership skills and provide support to our volunteers	4.1 Provide support and programs to grow our operational portfolio leadership skills base	Executive Committee	Training budget	Number of training programs attended	1 per calendar year	Medium term
	4.2 Develop annual forum and SIG forum support documentation (presenter's/chair's kit)	Professional Development	Nil	Number of new afora/SIG presenters	2 per calendar year	Short term
Innovation: Information capital: Strengthen our information systems, competencies and capabilities	4.3 Develop a training plan for the Executive Officer	AAIR President	Training budget will be required	Number of IT training events per year	1 per calendar year	Short term
	4.4 Develop inhouse social media training for portfolio leads	Publications, Communications and Social Media	Training budget may be required	% portfolio leads active on social media (at least one post per week)	25% portfolio leads active	Medium term
Organisational capital: Enhance our operational portfolio capabilities	4.5 Develop a succession plan	Strategic Planning	Nil	Development of succession plan	Acceptance of plan by Executive Committee	Medium term
	4.6 Review contingency (risk) plan	Executive Committee & Strategic Planning	Nil	Review of risk strategies	Risk report to AGM	Long term