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Wodonga TAFE  
**Strategy**  
**2025-2030**

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Aboriginal and Torres Strait Islander people have nurtured the land for many thousands of years and have allowed the land to nurture them. They are intimately connected and intuitive with the health of the natural environment and recognise when imbalance is present.

We will embrace the traditional knowledge of care and restoration of the terrestrial ecosystems and work with First Nations people to understand, replenish, and heal our land. The generous waterways, skies, and lands of our region provide an abundance of energy that will be embraced in exchange for a better future.

Wodonga TAFE acknowledges the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to country.

We pay respect to Elders past, present, and emerging.





**BELONGING**

We are committed to providing a safe, welcoming, and respectful environment for all. We value the diversity and uniqueness of the staff, student, and broader community and are committed to working towards addressing barriers and systemic issues that some community members face. As an organisation, we contribute towards best practice in providing welcoming and inclusive environments for all.





We acknowledge all Defence personnel, Veterans, and the family of any Veterans, and thank them for their service.





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# ABOUT US

**Wodonga TAFE’s combined focus on innovation, organisational culture, collaboration, and quality, ensures the delivery of accessible and future focused vocational education services to a large range of diverse and geographically disparate learners within our expanding operating regions.**

Wodonga TAFE has over 700 staff supporting our offering of over 200 courses, serving approximately 10,000 learners annually.

We continue to expand our offerings to our communities and industries as we evolve our standing as a regional Victorian TAFE with a truly national footprint.

Through our extensive and innovative vocational education, higher education, industry and Defence partnerships, our operations extend our footprint nationally, operating out of nearly all states and territories, across new and evolving skill sectors.

Wodonga TAFE plays a vital role in supporting our industries and communities by providing; high-quality learning outcomes that lead to real futures; extensive engagement and collaboration; evolved and ambitious training programs and partnerships; and having a strong focus on the economic development and future skills needs of our stakeholders.

We contribute greatly to our relevant networks, seeking to share knowledge and expertise, and work collaboratively towards common goals across the Victorian TAFE network, and our National Technical Education Network (NTEN).

Wodonga TAFE is proud to be seen by our stakeholders as high-quality, trustworthy, collaborative, engaging, relevant, and innovative.

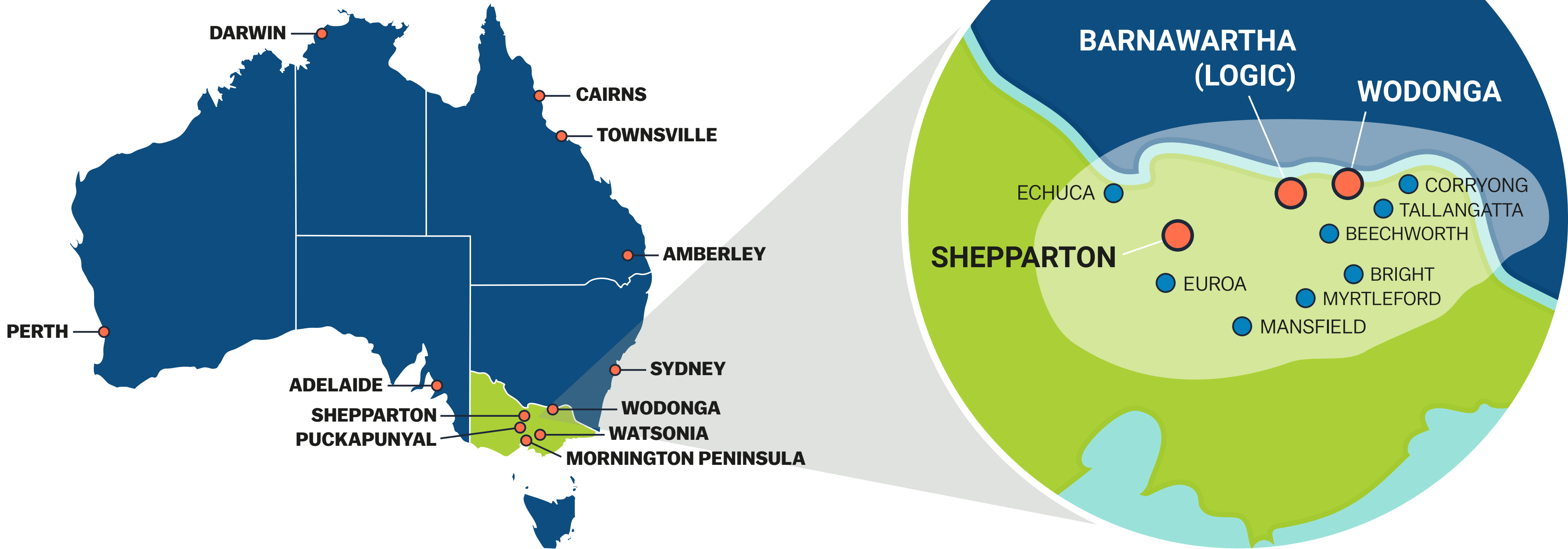
We encourage and enable positive and productive interactions between students, staff, industry, and our communities, to share knowledge, support one another, and work together to ensure the future prosperity of our regions.

We strive to build success through learning for everyone who engages with Wodonga TAFE.



Wodonga TAFE’s footprint.

A regional TAFE with a national footprint, supported by extensive education and industry partnerships across a diverse range of sectors.





# EXECUTIVE SUMMARY

**We are pleased to present the Wodonga TAFE Strategy 2025-2030.**

**The strength of our organisation is based upon its stories, history, and culture.**

**The future of our organisation is dependent upon our innovation and our resourcefulness.**

Incorporating Wodonga TAFE's purpose, vision, role, values, and principles, the strategy defines our future direction and provides a framework for organisational planning and decision making.

Our strategy reflects our dedication to excellence, inclusivity, and sustainability, through fostering a culture of continuous improvement and strategic growth, positioning Wodonga TAFE as a leader in the educational sector.

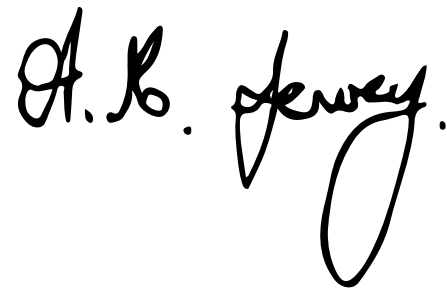
Our strategic directions illustrate an ambitious future for Wodonga TAFE, where we will continue to evolve, grow, and prosper.

As we embark on the journey outlined in the Wodonga TAFE Strategy 2025-2030, we are guided by a vision to empower our students, staff, and the wider community

through accessible, relevant, engaging, and innovative applied learning and sustainable practices.

The outcomes delivered through this strategy will help shape the prosperity of our communities throughout Victoria and Australia, where everyone can realise their potential and build their success through learning.

Allison Jenvey  
Board Chair



Phil Paterson  
Chief Executive Officer





# STRATEGIC INTRODUCTION

**The 2025-2030 strategic process was committed to hearing from our diverse communities to ensure that Wodonga TAFE’s new strategy and vision is a holistic representation of the groups we work with and serve.**

The strategic engagement process to formulate this strategy attracted a broad and diverse set of responses. We explored overarching strategic directions, challenges, opportunities, new ideas, risks, and strategic polarities.

The body of work undertaken to design our strategic directions included surveys, workshops, environmental analysis, focus groups, market research, and face-to-face interviews with a myriad of stakeholders.

Some of the clearest and most consistent messages we heard throughout consultation included:

- Be ambitious
- Be proactive
- Focus on mental health and wellbeing
- Add value to industry
- Innovate
- Break down silos
- Communicate more
- Trust is critical
- Leverage existing success
- Creatively support the local community
- Improve IT and technology
- Update equipment and facilities

- Explore areas beyond Defence
- Review and improve the organisational structure
- Take risks
- Build financial resilience

The Wodonga TAFE Strategy 2025-2030 incorporates all of these themes and builds upon our current successes.





# OUR CORE PURPOSE

## **Realising potential**

At the heart of our activities is Wodonga TAFE's contribution to our students, staff, community, and partners, to realise their full potential, in learning and life.





## OUR VISION

An educational leader, Wodonga TAFE advances our communities through knowledge and skills, building success through learning.





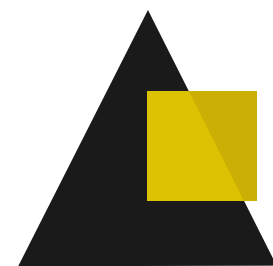
# OUR ROLE

Wodonga TAFE strengthens our communities and industries through accessible, relevant, engaging, and innovative applied education.





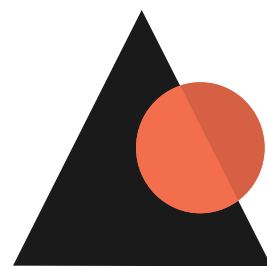
# OUR VALUES



## Integrity and Respect

We are accountable for our actions and maintain the highest level of ethical behaviour.

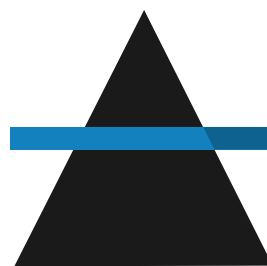
We treat everyone with respect and understanding.



## Community and Collaboration

We are socially, environmentally, and economically responsible.

We value diversity and work with our communities to provide opportunity for all people.



## Creativity and Innovation

We empower and challenge everyone to grow, contribute, and make a difference - now and into the future.

We inspire a culture of innovation and transformation.



# OUR PRINCIPLES

Wodonga TAFE’s principles represent our values in practice. By demonstrating these principles through our culture, decision making, and behaviours, we bring our vision and values to life every day.



**Leading through listening**

We strive to be a leader in our diverse communities through active engagement, collaboration, and a commitment to listening and learning from others.



**Unique and united**

We enjoy a vast operating footprint. We have diverse people, places, and products, and are united in our endeavours - contributing to a shared vision of excellence and success.



**Always exploring**

We strive to continuously improve and expand. We foster a culture of curiosity and courage, always looking for the next opportunity to propel us forward. We are bold and willing to experiment.



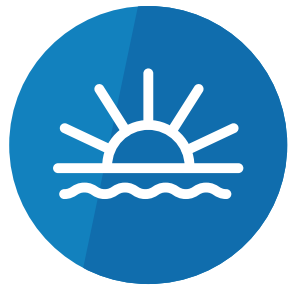
**Trust and transparency**

We live our values every day in everything we do. Ethical decision making, transparency, and accountability are the backbone of building trust in our communities.



**Strength in diversity**

We respect difference and recognise that diversity makes us stronger. We are committed to inclusion and respect for all. We support students, staff, and partners to bring their authentic selves to their relationship with Wodonga TAFE.



**We deliver**

We value “doing” and take pride in getting things done. We are resilient, and find ways to resolve challenges and make things work.



# OUR KEY STAKEHOLDERS

**Our key stakeholders - together with our broader regional community - represent the critical beneficiaries of our effort, energy, and resources, and make an essential contribution to our work.**

**The Wodonga TAFE Strategy 2025-2030 is aimed at driving benefit for these groups and each Strategic Direction is aligned to one or more of our key stakeholders.**

**Our key stakeholders and their expectations**

**Industry**

- Collaboration
- Communication
- Work-ready graduates
- Advice and support
- Future skills
- Responsive to needs
- Demonstrate leadership
- Affordable and accessible

**Students**

- Quality instructors
- Well-maintained facilities
- Engaging content
- Contemporary equipment
- Career pathways
- Support services
- Digital solutions
- Industry access

**Staff**

- A healthy and supported environment
- Positive culture
- Trust and communication
- Belonging
- Being heard
- Recognising expertise
- Contemporary environments

**Government**

- Financial stability
- Skills
- Social agenda
- Network solutions
- Sustainability
- Staff support
- Student experience and pathways



A young woman with long brown hair is smiling and looking at the camera. She is holding a Canon EOS 6D Mark II camera mounted on a tripod. The camera is black with a large lens. The background is a solid blue color. A white banner with the text "STRATEGIC DIRECTIONS" is at the bottom.

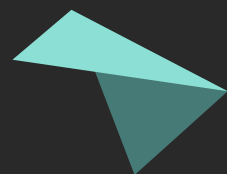
**STRATEGIC DIRECTIONS**



# Strategic Directions



**Supportive and empowering environments**  
SD1



**Future-focused learning**  
SD2



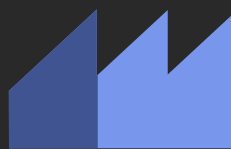
**Tech-enriched learning and decision making**  
SD3



**Ambitious and deliberate evolution**  
SD4



**Thriving teams and capable leaders**  
SD5



**Proactive and purposeful partnerships**  
SD6





# Supportive and empowering environments

## SD1

This strategic direction focuses on the importance of providing a supportive and empowering environment where students and staff can realise their potential and aspire to their own greatness - feeling supported, valued, safe, and celebrated.

### Key Performance Objectives

- Relevant and valued support services for students and staff
- Leading Work Health and Safety (WHS) performance
- Employer of choice

### Key Priorities

- Access to mental health and wellbeing support
- Enhanced support services for students and staff
- A welcoming and supportive culture where people feel like they belong
- Work Health and Safety (WHS) systems, programs, education, and behaviours embedded into working and learning environments
- Greater career pathways and engagement

### What we will be known for

Through our empathy, support, and genuine care, Wodonga TAFE is a safe learning and teaching environment where everyone can be their authentic selves, every day.

Our staff, students, and partners must have a nurturing and safe experience with Wodonga TAFE, underpinned by enhanced and relevant support services.

### What this means for our stakeholders

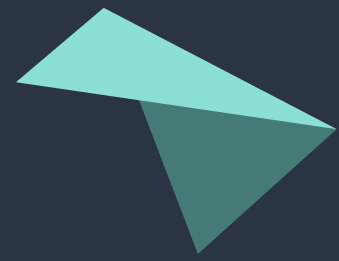
- We provide a safe, empathetic, and supportive environment that is reinforced by our culture, processes, and accessible services.
- A nurtured sense of belonging to a like-minded community, seeking inspiration and fulfilment.
- Our staff and students have access to holistic support services.

We foster an environment that encourages positive relationships, security, belonging, and respect, enabling individuals to actively engage in their pursuits and realise their potential.

We have cohesive, welcoming, and supportive learning and working environments.

- We have the relevant tools, systems, and knowledge to create healthy environments and reduce risk.
- Enhanced opportunities for people to realise their potential.





# Future-focused learning

## SD2

This strategic direction focuses on embedding future-focused learning in everything we do. We provide accessible skills of the future, encompassed by forward-thinking practices, innovation, and technology.

### Key Performance Objectives

- Expanded models of learning delivery
- Leading student satisfaction outcomes
- Connecting students to industry

### Key Priorities

- Develop engaging blended learning options
- Enhance learner experience
- Identify emerging skills including clean economy
- Future skills mapping

### What we will be known for

Our learning and delivery models will be modern and accessible - enabling new, intuitive, and preferred ways people choose to engage with education.

Engagements with us are enhanced and expanded, ensuring to identify and address emerging skills, and that future education and employment needs are supported.

We have aligned industry pathways, and enhanced student satisfaction and outcomes through our teaching, support, accessibility, and innovations.

Through an enhanced learning journey our students will be empowered to realise their potential, providing greater opportunities to ultimately develop better-prepared graduates.

### What this means for our stakeholders

- We provide training and support that evolves ahead of the needs of our stakeholders, building future-aligned learners who are better-connected and prepared for industry.
- Our learning resources, delivery models, and teaching are supported by professional development, and improved systems and tools.

- By enhancing technology and future-focused learning, it enables increased student audiences and engagement, and creates future training opportunities in expanded industry sectors.
- Our innovative training and engagements lead to real outcomes with real futures, enhancing student, staff, and industry satisfaction.





# Tech-enriched learning and decision making

## SD3

This strategic direction focuses on utilising technology, innovation, data, and analytics and reporting, to enhance learning journeys, while growing our operational capability to increase efficiency, effectiveness, and transparency in decision making.

### Key Performance Objectives

- Tech-enabled learning environments
- Data-driven decision making
- Responsible AI integration into service delivery

### Key Priorities

- IT systems integration
- Online course delivery
- Analytic infrastructure and tools development
- Governance and data alignment
- AI integration

### What we will be known for

Employing data-driven and tech-enriched business expertise and decisions, our offerings and services will be elevated.

Our modern learning and service tools and environments will ensure engagement with our stakeholders will be intuitive, seamless, and accessible - putting customer needs first.

### What this means for our stakeholders

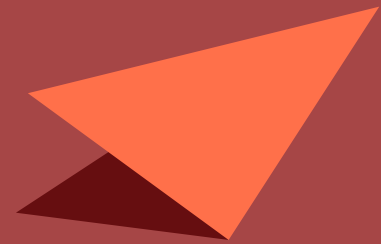
- We are efficient and effective, and have enhanced responsiveness to the needs of our stakeholders.
- Engaging with us in all capacities is accessible, intuitive, and high-quality.
- Our graduates have enhanced capability and are at the forefront of technology in their relevant fields. They are future-ready.

The experience of our students will be innovative, consistent, and high-quality, to enhance their learning and engagement journeys.

We focus on technology and how it can support embedding skills innovation, responsible AI usage, and tech industry collaboration - leading to growth and success.

- Our environments are modern and innovative, fostering aspirations and supporting success.
- The decisions we make are evidence-based, clear, and transparent, driven by expert data and analysis.
- We engage with technology industries to develop relationships and enhance futures.





# Ambitious and deliberate evolution

## SD4

This strategic direction focuses on being a leader through collaboration, where we strategically utilise our expertise, resources, and capabilities, to create shared benefits for our organisation and our partners. We plan, invest, and grow with diversification, collaboration, sustainability, and social responsibility at the fore.

### Key Performance Objectives

- Diversified revenue portfolio aligned to vision
- Enhance public delivery by strategic utilisation of Fee For Service (FFS) activity
- Purposeful strategic investments

### Key Priorities

- Environmentally and socially responsible
- Proactive and purposeful partnerships
- Growth in fee for service activity
- Diversification in revenue generating activity
- Skills mapping and development programs
- Change management and workforce engagement

### What we will be known for

We lead by example, and are renowned as an exemplar organisation.

We are ambitious and deliberate in our strategic activities, and create growth and positive change for our stakeholders.

We focus on continual evolution and improvement in all aspects of our organisation.

### What this means for our stakeholders

- We are a leader in strategic partnering, and grow our fee for service activity to support and enhance public training.
- There are new avenues for partners to engage with us and utilise our capabilities to realise shared benefits, and gain access to a national and global audience.

We collaborate with our partners and communities to work towards common goals, and enable them to leverage our standing, capacity, and capabilities, to realise shared benefits.

We are a financially and environmentally sustainable organisation.

- Our services, facilities, equipment, and learning environments are enhanced and modern.
- We continue to expand our areas of interest, driving revenue diversification, and meeting the needs of our skills economies.
- Our staff are provided with the environment, structures, and pathways to enhance their own development and to fulfil their ambitions.





# Thriving teams and capable leaders

## SD5

This strategic direction focuses on our people and the integral contribution they make to our organisation and our stakeholders. Our workforce culture fosters ambition and aspiration, and we are committed to developing our staff to recognise and realise their potential.

### Key Performance Objectives

- High-performing talent management programs
- Develop workforce skills and capabilities
- High-functioning and performing culture

### Key Priorities

- Optimise operating model
- Commitment to strategic objectives
- Refocused professional development programs
- Leadership development and succession planning
- Cultural development and embedding values and operating principles across the organisation

### What we will be known for

We are a capable and aligned workforce with a high-performing, engaged, and aspirational culture.

Our leaders model and operate with our values and principles at the fore, ensuring aligned operations and outcomes.

### What this means for our stakeholders

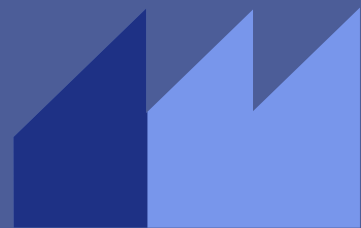
- Our teachers and trainers are actively engaged with our learners, creating an enjoyable environment and learning experience.
- Our systems of engagement, learning, and business processes, are intuitive, transparent, and accessible. They are a positive experience, and simplify ways of working and learning.

We focus on developing our staff through professional development and enhancing capabilities to meet future needs, leading to expansive career pathways and opportunities.

This develops a cohesive workforce, where everyone feels they can aspire to greatness and can fulfil their potential.

- As a high-functioning learning partner, our stakeholders can expect our workforce to be engaged, clear, capable, efficient, and purposeful.
- Our staff are inspired and have clarity around organisational decisions. They have career pathways and opportunities, accessible through enhancing workforce capabilities, succession planning, and professional development and leadership programs.





# Proactive and purposeful partnerships

## SD6

This strategic direction focuses on sustaining and creating meaningful and strategic collaborations that enhance experiences and opportunities for our partners, staff, and students.

### Key Performance Objectives

- Retain and expand existing partnerships
- Strategically grow local and national partnership portfolio
- Realise the potential of strategic and innovation assets

### Key Priorities

- Develop partnership capabilities
- Streamline partner engagement function
- Diversify partners and operating industries
- Stand up Logic Innovation Precinct
- Develop public-facing partnership communications
- Expand National Technical Education Network (NTEN) footprint and capability

### What we will be known for

We will be trusted by our partners to assist them in realising their potential, navigating complex environments, and by providing creative problem solving to meet their future needs.

Our culture enhances our engagement and collaboration with our partners, adding clear and proactive value to their operations.

### What this means for our stakeholders

- Through purposeful partnerships, our students will have enhanced access to industry - creating learning and career pathways.
- Our learning facilities, equipment, and technologies will be aligned with industry, teaching, and learning needs.
- We have avenues for partners to access our national footprint and collaborative networks.

We thrive in the complexities of our industries, specialising in educational partnerships to expand and enhance national offerings and services.

Our role within the Victorian TAFE network is proactive - leading or engaging in collaborative projects that realise benefits for the TAFE network as a whole.

- Our workforce will realise the potential for increased investment opportunities, as well as career opportunities, as operations and partnerships expand.
- There is high-quality and streamlined engagement with our partners, with advanced functions in reporting, complex problem solving, and capabilities.
























# KEY PERFORMANCE OBJECTIVES

Strategic Directions		Key Performance Objectives (KPOs)		
	Supportive and empowering environments	Relevant and valued support services for students and staff	Leading Work Health and Safety (WHS) performance	Employer of choice
	Future-focused learning	Expanded models of learning delivery	Leading student satisfaction outcomes	Connecting students to industry
	Tech-enriched learning and decision making	Tech-enabled learning environments	Data-driven decision making	Responsible AI integration into service delivery
	Ambitious and deliberate evolution	Diversified revenue portfolio aligned to vision	Enhance public delivery by strategic utilisation of Fee For Service (FFS) activity	Purposeful strategic investments
	Thriving teams and capable leaders	High-performing talent management programs	Develop workforce skills and capabilities	High-functioning and performing culture
	Proactive and purposeful partnerships	Retain and expand existing partnerships	Strategically grow local and national partnership portfolio	Realise the potential of strategic and innovation assets



# STRATEGIC STAKEHOLDER ALIGNMENT

Strategic Directions	Industry	Students	Staff	Government
Supportive and empowering environments				
Future-focused learning				
Tech-enriched learning and decision making				
Ambitious and deliberate evolution				
Thriving teams and capable leaders				
Proactive and purposeful partnerships				



# STRATEGIC CONSULTATION ALIGNMENT

Feedback	Supportive and empowering environments	Future-focused learning	Tech-enriched learning and decision making	Ambitious and deliberate evolution	Thriving teams and capable leaders	Proactive and purposeful partnerships
Be ambitious, proactive, and take risks.		✓	✓	✓	✓	✓
Focus on mental health and wellbeing.	✓				✓	✓
Add value to industry - innovate.		✓	✓	✓		✓
Creatively support the local community.	✓	✓	✓	✓		✓
Improve IT, and update facilities and equipment.	✓	✓	✓	✓		✓
Communicate more - trust is critical.	✓			✓	✓	✓
Build financial resilience.		✓	✓	✓		✓
Explore new areas beyond Defence.			✓	✓		✓
Break down silos.	✓		✓		✓	
Leverage existing success.	✓		✓	✓	✓	✓



# STRATEGY SUMMARY

Core purpose	Realising potential					
Our stakeholders	Students, Staff, Industry, and Government					
Our values	Integrity and Respect		Community and Collaboration		Creativity and Innovation	
Our principles	Leading through listening		Unique and united		Always exploring	
	Trust and transparency		Strength in diversity		We deliver	
Our vision	An education leader, Wodonga TAFE advances our communities through knowledge and skills, building success through learning					
Our role	Wodonga TAFE strengthens our communities and industries through accessible, relevant, engaging, and innovative applied education.					
Strategic Directions (SD)	Supportive and empowering environments (SD1)	Future-focused learning (SD2)	Tech-enriched learning and decision making (SD3)	Ambitious and deliberate evolution (SD4)	Thriving teams and capable leaders (SD5)	Proactive and purposeful partnerships (SD6)
Key Performance Objectives (KPOs)	1.1 Relevant and valued support services for students and staff	2.1 Expanded models of learning delivery	3.1 Tech-enabled learning environments	4.1 Diversified revenue portfolio aligned to vision	5.1 High-performing talent management programs	6.1 Retain and expand existing partnerships
	1.2 Leading Work Health and Safety (WHS) performance	2.2 Leading student satisfaction outcomes	3.2 Data-driven decision making	4.2 Enhance public delivery by strategic utilisation of Fee For Service (FFS) activity	5.2 Develop workforce skills and capabilities	6.2 Strategically grow local and national partnership portfolio
	1.3 Employer of choice	2.3 Connecting students to industry	3.3 Responsible AI integration into service delivery	4.3 Purposeful strategic investments	5.3 High-functioning and performing culture	6.3 Realise the potential of strategic and innovation assets



