



# **A STRATEGIC INTENT**

## **2025 - 2028**

**Work Plan**

**V3**

**March 2025**

**Greg Whateley**

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## FOREWORD

At the Australian Guild of Education (AGE) we are committed to the foundations of –

**Growth** – Our intention is expand our domestic and international student reach ensuring sustainability and profile

**Diversity** – Our intention is to maintain diversity of students – both domestic and international – with a focus on developing new product

**Quality** – Our intention is to continuously improve our offerings and support of students - measuring these outcomes on a regular basis and reporting accordingly to stakeholders

**Co-operation** – Our intention is to maintain our focus on co-operative activity (including transnational projects) as a means of both attracting and transforming students and staff; and

**Benchmarking** – our intention is to use benchmarking (both national and international) as a means of self-exploration, continuous improvement and reflection on performance.

These five foundations provide the framework for moving forward and at the same time provide the anchors needed to ensure a stable and structured environment. The structure provides a focus on the priorities of the business that can be measured and reported against in an effective and efficient way – this also provides the essential Key Performance Indicators (KPIs) for the business.

AGE has a focus on students and is in the business of *ensuring student participation and attainment*. Students come to AGE filled with hope and ambition – we assist in transforming them into informed, focused and optimistic professionals who will facilitate change themselves.



***Emeritus Professor Greg Whateley***

*March 2025*

## The Strategic Context and Vision

AGE is an independent Institute of Higher Education that currently offers an undergraduate degree in Music with the intention of offering postgraduate studies in Early Childhood Education and Social Work.

Our students are currently domestic, but we intend to expand our reach internationally within the timeframe of this strategic plan.

We also have an aspiration to provide educational opportunity transnationally working cooperatively with selected quality partners.

Our intention is to offer world class tertiary education.

Our approach is to utilise innovation, new technologies combined with strong traditions.



## The AGE Strategic Intent

WE WILL -

- Deliver our awards within an Australian Context - but with international significance and resonance
- Provide a quality student environment and focus
- Provide a high level of student support and learner engagement
- Offer up to date technology and systems to both students and staff; and
- Foster a professional support and development environment for both staff and students



## The AGE Value Statement

WE VALUE -

- Individuality and Flexibility
- Mutual Respect
- Best Practice
- Academic Excellence & Free Intellectual Inquiry
- Continuous Quality Measurement and Improvement
- Access & Equity
- A vibrant learning environment



## OUR FOCUS

Central to our five foundations is the notion of *student participation and attainment*. We believe the growth, diversity, quality, co-operation and benchmarking are essential developments to make AGE a dynamic learning environment that will ensure this intended participation and attainment. We also believe that these foundations fortify our overarching AGE graduate attributes that are commensurate with a nationally and globally ready graduate (undergraduate and postgraduate) for the 21<sup>st</sup> century.

*Students* at AGE are surveyed on an ongoing basis to ensure the key elements of teaching and learning are being achieved. *Staff* are also surveyed on an ongoing basis to measure their levels of comfort and support. *Graduates* are surveyed on an ongoing basis to measure their perception of the AGE experience. AGE participates in the national QILT (SES) surveys whenever possible. The data collected from all four sources (three internal - though managed by an independent resource - and one external) provides the opportunity for AGE to continuously improve the learning and teaching elements of our operation – this combined with co-operative ventures and benchmarking makes AGE robust.



We deal with each of the five foundation elements in turn -

## GROWTH

Growth is fundamental to the success of AGE moving forward and our plan is to manage this growth in a responsible and sustainable way that allows us to respond to any future challenges that may arise. Growth is important because it provides us with a level of confidence and resource that can be used to ensure success. The measures provided, then, are thoughtful and appropriate. Growth has its challenges - and we are capable and confident that we can manage this post pandemic. The measures also serve as KPIs against which we are able to measure our progress from 2025-2028 - reflecting on the outcomes of recent history (2024).

### Strategies

- Improve our widening participation profile, while maintaining entry standards
- Enhance our profile with postgraduate offerings and increase uptake – both domestically and internationally
- Capitalise on our investments in technology
- Develop our learning and teaching infrastructure, technology systems and processes
- Develop graduates who are engaged, enterprising and enquiring as well as ethically, globally and culturally aware – and who have the skills and knowledge that will assist them in their careers and engage with societal challenges
- Achieve an operating surplus sufficient to meet our strategic aims in a financially sustainable manner.

### Measures

	2024	2025	2026	2027	2028
<b>Programs</b>	1	2	3	4	5
<b>Locations</b>	1	1	1	2	2
<b>Students</b>	4.5	75	150	225	300
<b>Finances</b>	Deficit	Deficit	Break even	Surplus	Surplus

### Outcomes

Good schools grow. Excellent schools manage this growth and ensure ongoing support for students and staff in the process – this means developing a proactive infrastructure.



## DIVERSITY

Diversity tells us about who we are. Diversity provides our students (and staff) with a truly national and international community on which we overlay a quality Australian educational experience. AGE currently has a domestic student focus with an intention to expand this to include international students. The balance of undergraduate and post graduate students is also an important part of our intended make-up and profile. The measures, provided, form the KPIs against which we monitor and report our progress – under various diversity headings.

### Strategies

- Enhance domestic and international marketing and communication
- Engage our network of alumni
- Improve diversity and promote equality
- Expand and increase opportunities for students to gain both a national and an international experience
- Expand and deepen international partnerships
- Increase the diversity of our domestic and international staff and student populations.

### Measures

	2024	2025	2026	2027	2028
<b>Domestic (%)</b>	100	20	25	30	30
<b>International (%)</b>	0	80	75	70	70
<b>Nationalities</b>	5	5	8	10	12
<b>Undergraduate (%)</b>	100	90	80	80	75
<b>Postgraduate (%)</b>	0	10	20	20	25

### Outcomes

Good schools encourage diversity. Excellent schools energise this diversity and develop a range of activities that maximise quality and opportunity – ever mindful of the importance of both diversity and equity.

## QUALITY

Quality is an essential measure that will determine whether we achieve our overall goals. Quality is complex and therefore the various ingredients are monitored carefully and used for the purposes of continuous improvement. Total commitment to monitoring, measuring and reporting against the Quality KPIs are fundamental to our ongoing health and well-being. Students and staff keep us anchored and 'real'.

### Strategies

- Maintain or improve current levels of student retention, progression and satisfaction
- Support staff development and leadership
- Act and make decisions guided by our organisational values

### Measures

	2024	2025	2026	2027	2028
Full time staff (%)	35	35	35	40	40
AQF+1 (%)	100	100	100	100	100
Progression (%)	NA	80	80	80	80
Attrition (%)	NA	20	20	20	20
Completions (%)	80	85	85	80	80
Student Satisfaction/5	4.54	4	4	4	4
Staff Satisfaction/5	3.77	4	4	4	4
Student Staff Ratio (SSR)	1.5	15	20	25	30
SES (QILT) Aggregate	NA	National Average	National Average	National Average	National Average

### Outcomes

Good schools monitor KPIs. Excellent schools use the data collected to continuously improve and reshape.

## CO-OPERATION

Developing a range of co-operative ventures will set us apart – and in many ways define us moving forward. Our current undergraduate offerings combined with our intended postgraduate offerings will make AGE an attractive study option. Our focus at both levels – and using a diversity of products - will encourage students to understand that their future careers will be diverse and varied. The Measures provide essential KPIs for monitoring and reporting purposes.

### Strategies

- Focus on agreed partnerships and co-operative ventures
- Maximise the impact and value of the associated scholarship opportunities arising
- Enhance training and professional development for both staff and students
- Build our collaborations with leading academic, business and government sector partners

### Measures

	2024	2025	2026	2027	2028
<b>Adjuncts and Fellows</b>	0	5	10	15	15
<b>National Partners</b>	1	1	2	3	4
<b>International Partners</b>	4	4	5	7	8
<b>National Projects</b>	1	1	2	3	3
<b>International Projects</b>	2	2	2	3	3

### Outcomes

Good schools consider co-operative activity. Excellent schools embrace it and ensure that it is initiated and maintained as part of the corporate identity.

## BENCHMARKING

Benchmarking (both internal and external) helps us to understand ourselves better and map our performance accordingly. As AGE expands its range of activities this will provide us with the opportunity to reflect, measure and learn from comparison. Our internal measures (consistent and focussed) will provide early notice of how we perform externally – this data, in turn can be used for comparison. The Measures listed provide valuable KPIs for monitoring and reporting purposes.

### Strategies

- Increase the number of national and international benchmarking partners
- Analyse and discuss this data at appropriate Board and Committee meetings
- Participate in national and international discussion
- Use the data collected as a basis for continuous improvement

### Measures

	2024	2025	2026	2027	2028
<b>Partners</b>	2	3	5	7	9
<b>Internal Surveys/year</b>	0	3	3	3	3
<b>External Surveys/year</b>	0	1	2	3	3
<b>Graduate Surveys/year</b>	3	1	1	1	1
<b>Grade Distribution Comparisons</b>	0	3	5	7	9
<b>Peak Body Surveys</b>	0	1	1	1	1
<b>QILT surveys</b>	NA	1	1	1	1

### Outcomes

Good schools reflect. Excellent schools actively reflect and compare internally and externally and use the comparisons for continuous improvement.

### ***About the Author***

**Emeritus Professor Greg Whateley** is Chief Executive Officer and Executive Dean at AGE

### ***Acknowledgements***

The Australian Institute of Music - [The Australian Institute of Music \(aim.edu.au\)](http://aim.edu.au)

The Academy of Music and Performing Arts - [AMPA - Academy of Music and Performing Arts - AMPA | Academy of Music and Performing Arts](#)

Le Cordon Bleu School - [Le Cordon Bleu Australia, Campus, Programmes and Courses](#)

Sydney International School of Technology and Science - [Sydney International School of Technology & Commerce \(sistc.edu.au\)](http://sistc.edu.au)

Group Colleges Australia - [Welcome To GCA](#)

Western Sydney University - [Home | Western Sydney University](#)

### ***Also see –***

Whateley (2024) – **Strategically Thinking** –

[https://www.musicum20.com/files/ugd/6113ad\\_d5adbeaa793e400dbe95d36f97983219.pdf](https://www.musicum20.com/files/ugd/6113ad_d5adbeaa793e400dbe95d36f97983219.pdf)

Raman (2022) - **How to write a strategic plan** - [How to write a strategic plan \(harvard.edu\)](#)

Herrity (2024) – **How to write a strategic plan** - <https://www.indeed.com/career-advice/career-development/how-to-write-a-strategic-plan>

### ***Endorsements -***

The Strategic Intent was endorsed by the AGE Academic Board on February 12, 2025

