



# Strategic Plan 2017-2020

## **PREAMBLE**

Academies Australasia Polytechnic (AAPoly) is a registered training organization and a higher education provider. It is one of 18 colleges of the Academies Australasia Group which has 10,000 students (as at September 2016) studying in New South Wales, Victoria, Queensland, Western Australia, South Australia and one college in Singapore. Student participation is split almost equally between domestic and international students. Over the years, the Group has had students from 123 countries.<sup>1</sup>

Our motto "*The Possibilities Are Infinite*" describes the Group's belief that education empowers people, regardless of their circumstances, to achieve their goals. The motto also serves to inspire the organisation (all its colleges' staff and students) to be inquisitive, innovative and entrepreneurial.

AAPoly's strategic focus is on higher education, supported by vocational training programs as pathways to further studies. It is licenced to deliver ELICOS programs which prepare international students for study in Australia.

This document is a high-level overview of the strategic priorities of AAPoly for the next four years.



## **VISION**

*To be the provider of choice to a niche market in higher education by offering a select suite of high quality courses that empowers students to flourish and achieve their career goals.*

## **MISSION**

*To provide students with an engaged, high quality academic experience, supported by a proactive service culture and a personal touch. We will achieve this by identifying, developing and delivering industry-relevant and academically-rigorous courses in targeted discipline areas to produce graduates who are work ready.*

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<sup>1</sup> a) November 2016 b) include 6 country dependencies

## CORE VALUES

1. "Student-centred".
2. Respect for individuals - students, staff, peers, other stakeholders.
3. Act with integrity.
4. Uphold equity, access and sustainability principles.
5. Encourage free intellectual inquiry through scholarly activities.

## GRADUATE ATTRIBUTES



AAPoly graduates are competent in their chosen fields and have the skills and techniques to expand their knowledge.

## **HIGH LEVEL GOALS AND STRATEGIC PRIORITIES (2017-2020)**

1. **Learning Environment** - Provide an environment (physical and virtual) that is conducive to teaching and learning.

### ***Strategic Priorities:***

- *Enhance the blended learning environment for better access, more academic support and encourage wider use.*

### ***Key Performance Indicators:***

- *Online academic resources expanded and updated.*
- *Blended learning environment available for all courses.*

2. **Quality Courses of Choice** – Continuously expand and improve our courses by listening to our students and to industry, and raising our academic and process standards

### ***Strategic Priorities:***

- *Expand the number of undergraduate degrees, leveraging on current core competencies.*
- *Expand and make more flexible the pathway options from vocational to higher education.*
- *Add one post-graduate degree which complements the undergraduate degrees.*

### ***Key Performance Indicators:***

- *New degrees added to scope.*
- *Pathways and articulation arrangements available across all VET courses.*
- *Proposal for a new post graduate degree presented to Academic Board.*

3. **Supportive Staff** – Attract and retain qualified and capable staff who are "student-centred" in teaching and in support services.

### ***Strategic Priorities:***

- *Implement innovative staff professional development program.*
- *Continue and promote Staff Excellence Awards – for teaching and for service to students.*

### ***Key Performance Indicators:***

- *Staff development program commenced.*
- *Staff Excellence Awards nominated annually.*

4. **Career-ready Graduates** – Equip our graduates with skills and knowledge for the careers of their choice or for further studies

**Strategic Priorities:**

- *Cultivate industry networks and invite industry engagements in teaching and learning.*
- *All higher education students will have industry engagement experience.*

**Key Performance Indicators:**

- *Industry guest lecturers or speakers participating in teaching and learning.*
- *All higher education students are given industry-engagement experience.*
- *All students have access to information about relevant careers or further studies*

5. **Profitable Growth** – increase enrolments and improve profitability.

**Strategic Priorities:**

- *Build the AAPoly brand through industry and market recognition for quality education.*
- *Improve the Provider Immigration Risk Index and maintain within low Provider Immigration Risk Rating.*
- *Increase domestic student participation.*
- *Increase total student recruitment.*
- *Improve student retention and reduce attrition.*

**Key Performance Indicators:**

- *Presentations by AAPoly staff at peak industry or education conferences.*
- *Students receive industry Awards*
- *Provider Immigration Risk Rating improvements*
- *Domestic participation increase.*
- *Total student number increase.*
- *Student satisfaction index improvement.*
- *Attrition rate improvement*

## **GOVERNANCE OVERSIGHT**

These strategic priorities will guide the development of operational plans and budgets for each of the years covered by this Strategic Plan (2017-2020). The Board of Directors has oversight of the implementation of these strategic priorities through regular reporting of the Key Performance Indicators by the Chief Executive Officer.