



Batchelor
Institute

STRATEGIC PLAN 2020-2024

We educate to liberate.



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NOTICE

Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of people who have passed away.

ACKNOWLEDGEMENT OF COUNTRY

Batchelor Institute acknowledges the Traditional Custodians of the land, sea, waters and communities throughout Australia where we live and work. We pay our respects to them, their cultures and their Elders, past, present and future.

**STRATEGIC PLAN 2020**

Batchelor Institute of Indigenous Tertiary Education

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About us

Batchelor Institute is the only First Nations dual sector tertiary education provider in Australia. The Institute gives precedence to its philosophy of Both Ways: positioning First Nations peoples as knowledge holders in all educational transactions with Western knowledge systems as well as privileging First Nations ways of learning and teaching to underpin our engagement with mainstream education systems and society more broadly.

The Institute is an eligible higher education provider per the Higher Education Support Act (2003) and is accredited by the Tertiary Education Quality and Standards Agency (TEQSA) to deliver postgraduate higher education. At the postgraduate level it offers Master and PhD level studies that incorporate and promote First Nations perspectives and approaches to knowledge.

It is also a Registered Training Organisation with the Australian Skills Quality Authority (ASQA) to deliver vocational education and training (VET) programs. It has three main campuses, at the Batchelor township, the Casuarina campus of Charles Darwin University, and the Desert Knowledge Precinct in Alice Springs. In addition, it operates a range of learning centres across rural and remote Northern Territory.



OUR VISION | To be the First Nations institution of choice, where truth, knowledge and wisdom meet.

OUR MISSION

We educate to liberate.

The Challenges

Our goals are to partner on our own terms and build strength through alliances with First Nations organisations, with partner organisations and with premier tertiary education and research institutions across Australia and internationally:

- › to remain deeply committed to education for the bush, as we extend our reach to the First Nations families and communities of Australia's regions and cities.
- › to be innovative and creative in our approaches and partnerships to best serve First Nations' communities as well as their participation in the mainstream economy.

Principles

- 1. OUR CULTURE IS OUR STRENGTH** - Our First Nations graduates will uphold the collective values, obligations and responsibilities of their own cultures.
- 2. REALISING OPPORTUNITIES** - The Institute's teaching, research and problem solving take into account the challenges and opportunities for First Nations peoples, and are based on their priorities, perspectives and ways of knowing.
- 3. COLLABORATION** - Bicultural partnerships are key to solving shared problems, capitalising on shared opportunities and addressing shared realities.
- 4. EXCELLENCE** - First Nations academic success is both about equity and social justice and applying conventional benchmarks of high attainment.
- 5. LEARNING ON OUR TERMS** - First Nations peoples are understood through the depth and breadth of their cultures and acknowledged as sources of knowledge in the academy.
- 6. VALUING ALL FORMS OF SCHOLARSHIP** - Equal esteem is given to First Nations knowledges, ideas, and understanding within the Australian educational system.

Our Commitments

- 1. PARTNERSHIPS** - We will work together with our partners to develop evidence-based and innovative approaches to closing the gap in First Nations educational opportunities, achievements and livelihoods.
- 2. FIRST NATIONS' SOVEREIGNTY** - Our partnerships will be underpinned by the recognition of and respect for First Nations sovereignty and the rights of First Nations peoples to self-determination.
- 3. DECOLONISATION THROUGH EDUCATION AND ENQUIRY** - We will challenge the practices and assumptions of colonisation by increasing and promoting First Nations voices, influence, agency, and decision-making.
- 4. LOCAL, NATIONAL AND GLOBAL IMPACT** - Our students and staff will have the skills to transform their lives and communities through their ideas, endeavours and achievements.
- 5. CULTURAL LEGACY** - Our students and staff will strive to ensure that they endow a positive legacy for future generations of First Nations students, staff and communities.
- 6. PUTTING STUDENTS FIRST** - Our services and programs will put student wellbeing and success at the centre of all we do.

The standard to which we will hold ourselves

Our work will be framed and guided by the three strategic pillars. We will work together to achieve our vision with mutual respect and commitment. We will always remember the people and communities we serve and show deep respect for each other.



The Three Pillars

PROVIDE OUTSTANDING TRAINING, RESEARCH, AND LIFELONG EDUCATION

OUTCOMES:

- › A unique and respected First Nations institution
- › An exemplary student experience
- › New approaches to education to increase graduate employment
- › High quality and First Nations controlled and led research
- › Expanded participation in local, national and international markets

OFFER WHAT OUR STUDENTS, FAMILIES, PARTNERS AND COMMUNITIES SEEK AND NEED

OUTCOMES:

- › Cultivate First Nations' perspectives, knowledge and wisdom through proven models of community engagement
- › Focus on education for skills, understanding and employment to support our communities
- › Contribute through research to truth and empowerment for First Nations people
- › An institution known and trusted for its empowerment of First Nations students, families and communities

STRENGTHEN OUR CULTURE, CAPABILITY, AND CAPACITY TO MEET OUR VALUES AND COMMITMENTS

OUTCOMES:

- › A financially sustainable organisation
- › A fit-for-purpose and committed workforce
- › Robust, transparent, and fair systems and practices
- › E-enabled connections
- › A positive, performance-oriented, and respectful work culture

First Pillar

PROVIDE OUTSTANDING TRAINING, RESEARCH AND LIFELONG EDUCATION

We will strive to be a unique and independent institution renowned for the excellence of its student experience, graduate employment and contribution to First Nations communities, economies and research, as we look to expand our reach across Australia and internationally.

Outcomes	A UNIQUE AND RESPECTED FIRST NATIONS INSTITUTION	AN EXEMPLARY STUDENT EXPERIENCE
Actions	<ul style="list-style-type: none"> Work toward university status Work with First Nations peoples and institutes nationally and internationally 	<ul style="list-style-type: none"> Strengthen student pathways Deliver undergraduate programs Develop high quality learning materials and marketable products
Measures of success	<ul style="list-style-type: none"> A provider of choice for First Nations students, partners and stakeholders Attracting local, national and international students 	<ul style="list-style-type: none"> Gain TEQSA accreditation for undergraduate awards Develop relevant and accessible student materials

Outcomes	NEW APPROACHES TO EDUCATION TO INCREASE GRADUATE EMPLOYMENT	HIGH QUALITY AND FIRST NATIONS-LED RESEARCH	EXPANDED PARTICIPATION IN LOCAL, NATIONAL AND INTERNATIONAL MARKETS
Actions	<ul style="list-style-type: none"> Creatively respond to workforce challenges, focusing on deepening skills and understanding Build and apply expertise in digital, micro- and mixed mode delivery 	<ul style="list-style-type: none"> Develop a First Nations research plan based on community experience and need Develop staff research capability including in education and training 	<ul style="list-style-type: none"> Deliver VET courses across borders Gain CRICOS registration Explore joint awards and exchanges with international First Nations partners
Measures of success	<ul style="list-style-type: none"> Graduate employment rate 	<ul style="list-style-type: none"> Increased number of higher degree candidates Achieving publication thresholds 	<ul style="list-style-type: none"> Increase in cross- border and international students

Second Pillar

OFFER WHAT OUR STUDENTS, FAMILIES, PARTNERS AND COMMUNITIES SEEK AND NEED

We are committed to listening and working closely with all of our stakeholders, from students and their families and communities, to our partner organisations, local industries and the wider economy. We will provide skills, education and research to empower individuals and strengthen communities, so that they can achieve their own ambitions and aspirations.

Outcomes	CULTIVATE FIRST NATIONS PERSPECTIVES, KNOWLEDGES AND WISDOM THROUGH PROVEN MODELS OF COMMUNITY ENGAGEMENT	FOCUS ON EDUCATION FOR SKILLS, UNDERSTANDING AND EMPLOYMENT TO SUPPORT OUR COMMUNITIES
Actions	<ul style="list-style-type: none"> > Extensive engagement and collaboration > Contribution to national First Nations cultural collections 	<ul style="list-style-type: none"> > Agreements (SLAs) with key organisations locally, regionally, nationally, and internationally
Measures of success	<ul style="list-style-type: none"> > A positive reputation with First Nations communities 	<ul style="list-style-type: none"> > Number of partnerships CAGs formed > SLAs with industry in place

Outcomes	CONTRIBUTE THROUGH RESEARCH TO TRUTH AND EMPOWERMENT FOR FIRST NATIONS PEOPLE	AN INSTITUTION KNOWN AND TRUSTED FOR ITS EMPOWERMENT OF FIRST NATIONS STUDENTS, FAMILIES AND COMMUNITIES
Actions	<ul style="list-style-type: none"> > A decolonising research agenda > First Nations research strategy > knowledge translation central to research agenda 	<ul style="list-style-type: none"> > Public relations and marketing frameworks and action > Form Course Advisory Groups (CAGs) to advise on program design
Measures of success	<ul style="list-style-type: none"> > Research impact (eg citations and research contracts) > Evidence of national leadership in the use and application of our research 	<ul style="list-style-type: none"> > Metrics for student experience and employment outcomes

Third Pillar

STRENGTHEN OUR CULTURE, CAPABILITY AND CAPACITY TO MEET OUR VALUES AND COMMITMENTS

We will meet the challenges through the strength of our people and our organisation. We will support each other, invest in our business and encourage leadership at every level.

Outcomes	A FINANCIALLY SUSTAINABLE ORGANISATION	A FIT-FOR- PURPOSE AND COMMITTED WORKFORCE
Actions	<ul style="list-style-type: none"> › Strong financial plan managing revenue and costs › Fit-for-purpose information management system 	<ul style="list-style-type: none"> › Staffing plan and workforce development plan
Measures of success	<ul style="list-style-type: none"> › Surplus results › Current ratio 	<ul style="list-style-type: none"> › Percentage of First Nations staff › Cost of staff as a percentage of revenue (relative to comparable organisations)

Outcomes	ROBUST, TRANSPARENT AND FAIR SYSTEMS AND PRACTICES	E-ENABLED CONNECTIONS	A POSITIVE, PERFORMANCE-ORIENTED AND RESPECTFUL WORK CULTURE
Actions	<ul style="list-style-type: none"> › Audit of systems and practices against standards 	<ul style="list-style-type: none"> › Digital strategy › Up-to-date Information technology system for on-site and remote teaching and learning 	<ul style="list-style-type: none"> › Survey staff and develop positive policy and programs › Commit to a positive workplace culture, modelled and led by management
Measures of success	<ul style="list-style-type: none"> › Measures of efficiency and effectiveness › Compliance with audit standards › Well documented and addressed risk management 	<ul style="list-style-type: none"> › Improved connectivity, reliability and ease of use 	<ul style="list-style-type: none"> › Cultural improvement plan and framework



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