



ACNM Strategic Plan

2017 – 2019

*'Transforming lives through educating natural health and holistic professionals
in the health, fitness and wellness sectors.'* (ACNM Purpose)

HIGHER EDUCATION DIVISION



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ACNM STRATEGIC PLAN 2017 – 2019

Preamble

This high level document outlines the means through which Australian College of Natural Medicine Pty Ltd (ACNM) delivers its higher education priorities over a three year planning cycle.

In 2015, ACNM became part of the Study Group Australia family of brands. Study Group Australia (SGA) is a wholly owned subsidiary of Study Group Pty Ltd (SG), a leading provider of global education programs in Australia and New Zealand, North America and China, and UK and Europe. SG educates over 63,000 students annually from over 130 countries. In Australia and New Zealand, SGA manages and delivers programs across both proprietary and partnership colleges.

Study Group's Mission

Study Group prepares students for life in a global economy. We educate students from every corner of the globe enabling them to realise their potential through a transformational learning experience.

Study Group's Vision

Study Group is the world's leading for profit education provider for international students. We measure success by our students' outcomes, achievements and the experiences they have with us.

We have the interests of our students at the very heart of everything we do, inspiring them to achieve great things. Equally, we are inspired by what they achieve.

Our teaching and learning, including our use of technology, represent some of the most innovative approaches in the market.

We are the partner of choice for leading Universities throughout the world, helping them realise their goals without compromise.

Our innovation, breadth of programs and global reach, will transform the educational experience of tens of thousands of students every year, and enable our own team to achieve even more.

Australian College of Natural Medicine Pty Ltd (ACNM)

ACNM, through its educational offerings in complementary medicine is one of the largest natural health and wellbeing education providers in the Southern Hemisphere.

The educational registrations are held in the name of Australian College of Natural Medicine Pty Ltd which in turn trades under two brand names for higher education (HE) purposes – Endeavour College of Natural Health (HE) and Wellnation (Clinics).

Through organic growth, ACNM will extend the range of courses across natural health and increase the spread of courses into the Allied Health sector. Throughout this cycle, ACNM also aims to extend the group's physical and online footprint in Australia to international markets using an offshore online study strategy for 100% online HE courses where it is appropriate.

While ACNM remains a Registered Training Provider (RTO) with Vocational Education and Training (VET) businesses and courses on scope, the business planning for those businesses will now be undertaken by the VET Division of SGA. This strategic plan will focus on the higher education business of ACNM.



ACNM's (Endeavour College's) Purpose

To promote and advance the philosophy and practice of natural medicine and wellbeing by producing high-quality graduates who will go on to be leaders in their fields of practice. We will do so by being the pre-eminent provider of education to the Australasian natural health, allied health and wellbeing sectors as evidenced by the quality of our teaching and the competence of our graduates.

Guiding Principles for Directors and Management

Governance: We practise good corporate and academic governance supported by a comprehensive and rigorous compliance framework. Quality and continuous improvement underpins our business strategy and operations against a backdrop of stringent regulatory environments.

Connectedness: We are knowledgeable about our organisation, our people and sector. We make meaningful connections with students, graduates, staff, employers, associations, industry and stakeholders. We are a physical and intellectual destination for like-minded people.

Technology: We cleverly and commercially apply technology and digital services to create experiences that engage and delight our students, staff and stakeholders. We are experts in online learning methodologies using the latest delivery platforms to remain at the forefront in providing an online environment that is second to none across all educational pillars.

Innovation: We value innovation and creativity as it helps us to reinvent ourselves and our organisation. We provide a stimulating environment for conversations about ideas. We are experts in our field and strive to continuously educate others as well as self.

Values that guide every interaction we have with students, staff, consumers and stakeholders

Students First: Translating our passion for learning into the empowerment of our students by enabling them to compete and succeed when they leave our care in a way no other organisation does.

Ambitious: We recognise that our success stems from balancing our commercial aspirations to grow with meeting the needs of our students, partners, staff and stakeholders.

Curious: We leverage clarity and creativity and use evidence-based decision making to continuously improve. We speak the *facts* and do not create mythology based on incorrect information. We ask the hard and important questions to ensure outcomes fitting our students, staff and organisation.

Delivering: We take personal responsibility by making promises we can keep and delivering on them every time. Not trying to do everything but holding ourselves and each other to account of doing the really important things, well.

Huddle: We recognise that our capacity to contribute as a whole is greater than the sum of our parts. By rallying around ideas, goals and challenges, we consciously find ways to bring everything we have and believe in to the table to succeed together as one organisation.

Happiness: We value positivity, joy, encouragement and strive to be in the moment. As individuals we understand we carry responsibility for our own happiness regardless the situation or context and that in turn informs how we “show up” in the workplace.



Planning Cycle and Embedded Resource Framework

ACNM operates under a three year rolling strategic planning cycle whereby the broad strategic direction is articulated for the forward three year period. Each year the plan is reviewed by the Corporate Board and Executive Management to ensure it is fit for purpose. Twelve month (financial year) Operational Plans or Overviews are produced annually by each department and/or business unit.

The Executive Management team align their respective department objectives, goals and performance measures contained within the Operational Plans to the current Strategic Plan. The annual budgeting process follows and is informed by the Operational Plans.

A bottom up approach budgeting philosophy has been adopted. For academic input, Academic leadership in each field of study consult their respective academic communities. Program Leaders of each modality consult with their staff nationally on an annual basis and in doing so, refer to the Learning and Teaching Plan which in turn informs the Operational Plans.

Strategic Goals

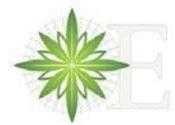
As a result of the 2017 strategic planning process guided by the ACNM Board and Executive Management a number of the key goals have been consolidated and an additional key goal has been added. The 2017 Key Goals are:

Key Goal 1: Create an Exceptional Student Centric Environment

- Focus on proactive student care and support with a concentration on rapid service excellence
- Ensure all students, irrespective of campus, modality, course or mode of learning, receive equivalent quality educational experience
- Grow the career services unit to underpin market employment and to open new job channels
- Codify national processes through clear policies and procedures that are consistently applied across all campuses and pillars
- Improve management of students throughout the entire life cycle from applicant to alumni
- Improve student extra- and co-curricular college experiences, particularly for international students
- Increase retention, course completion and graduation rates
- Immerse current students in the Alumni program and its benefits to ensure they remain connected with the College upon graduating and become ambassadors of the College within the community
- Build awareness, understanding and capacity in order to provide specific Aboriginal and Torres Strait Islander support and learning opportunities.

Key Goal 2: Deliver Excellence in Teaching, Learning and Course Delivery

- Improve to deliver state-of-the-art programs and clinic experiences based on curriculum designed to improve student engagement and exemplify current best practice in health sciences education
- Support research activities that inform learning and teaching amongst all academic staff
- Continuously improve existing courses in relation to student engagement, teacher experience and new developments in education
- Focus on reducing attrition rates via a whole of organisation retention strategy
- Retain the focus on creating and delivering high quality eLearning
- Provide funded opportunities for students to engage in research activities through the Office of Research to develop their understanding of postgraduate research for future study options
- Embed student population diversity as a principle within the organisation
- Partner the Careers Service with program leaders and other academic stakeholders as they contribute to career and professional development of students.



Key Goal 3: Grow and Develop Staff

- Recruit, retain and develop highly qualified academic staff who are either dedicated practitioners, passionate academics or leaders in their field of teaching
- Determine an academic progression scale that recognises qualification level and link it to a performance culture
- Provide multiple annual opportunities for staff to be involved in research activities through the Office of Research which are appropriate to their job role and which enhance their scholarship in their chosen field
- Recruit and train staff that are friendly, helpful, enthusiastic, supportive, professional and engaged
- Provide staff with the conditions and flexibility to perform their roles efficiently, effectively and safely
- Provide staff development programs that enhance health, positivity, resilience and happiness.

Key Goal 4: Build a robust Pathways model

- Enhance the Articulation Abacus to provide easy access to any student anywhere in Australia looking for an Educational Pathway - VET to Higher Education, Higher Education to Higher Education or Higher Education to VET
- Develop a large suite of miscellaneous or single unit higher education subjects to expand the suite of professional development learning opportunities for staff, students and alumni
- Promote the Pathways model so that up to 15% of students enter the College via an educational pathway
- Ensure robust career outcomes create employment opportunities for graduates
- Map all possible pathways from external universities, colleges and RTOs to create a database of possible pathways into Endeavour courses
- Develop formal and informal pathway agreements with industry, organisations and associations.

Key Goal 5: Employ the Clever Use of Technology and Digital Services to Enhance Teaching Delivery and Brand Experience

- Embrace and adopt technological advances to improve operational efficiency and deliver improved / automated services
- Support student learning and teaching via the deployment of classroom, library and online digital resources
- Investigate the use of devices for communication to students (prospective/current/alumni)
- Train all staff (academic and operational) on digital literacy and appropriate IT applications
- Continue to leverage social media channels to engage followers and target markets
- Ensure early adoption of digital advancements that improve the online learning experience and teaching engagement
- Trial new technologies to increase student interaction with Endeavour's Careers Service to assist students with their own career development
- Enhance Wellnation Clinic booking system to underpin the growth of student clinics as measured by an increase in paid patient bookings throughout the national network.

Key Goal 6: Become a Significant Influence within the Wellbeing and Natural Health Sectors

- Position the organisation to be a source of credible, verifiable information about health, fitness and aesthetics
- Produce reliable, supportable clinical research to underpin the efficacy of complementary medicine
- Empower students to become self-aware of their own strengths, values, interests and abilities to enhance employability skills and motivate students to achieve satisfying, inspiring and successful careers in natural health
- Focus on a stakeholder strategy to inform associations, government, regulators and interested



- Become an active participant on association and in stakeholder groups
- Investigate ways to engage the conventional medicine community in integrative medicine education underpinned by holistic and complementary medicine principles
- Produce relevant and meaningful health services research to communicate the role and place of complementary healthcare to key stakeholders
- Develop Endeavour's Natural Health communication and webinar program into a market leader in natural health guest presentations.

Key Goal 7: Manage Financial and Physical Resources to Deliver Optimum Efficiency and Return

- Ensure a robust resource management framework underpins strategic planning, operational planning and budgeting
- Seek proactive advice from Finance Business Partners
- Provide adequate funding support for research activities developed and managed by the Office of Research
- Produce meaningful management reports that help academic and operational leaders manage resources under their control
- Ensure Facilities and Asset Management Plan replicates Tertiary Education Facilities Management Association benchmarks
- Create a student centric Endeavour learning environment through the clever refurbishment and maintenance of our downtown campuses
- Determine campus based risk management plans as they align to owners expectations
- Ensure a commitment to Occupational Health and Safety to deliver a safe environment for students, staff and visitors.

Office of Research

The Office of Research was established in January 2014 and sits beside the higher education academic structure as a stand-alone unit. The Strategic Research priorities for the Office of Research are:

1. Contemporary practice – examines facets of professional CAM practice in contemporary health systems
2. Consumption and utilisation – examines aspects of CAM utilisation by the public
3. Innovation in education – examines effective methods for the delivery of CAM education as well as exploring innovative approaches to CAM education
4. Treatments and therapies – examines clinical safety and effectiveness of CAM treatments, products and practices with approaches which respect the principles and philosophies underpinning many CAM disciplines.

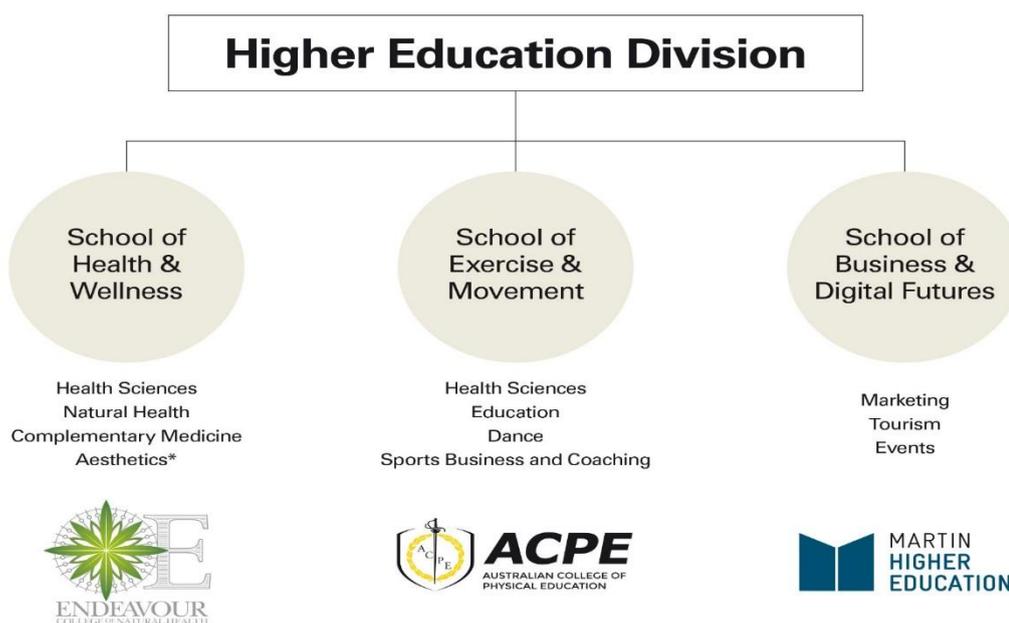


Future Aspirations

It is ACNM's aspiration that, along with other Study Group Australia higher education brands, the College seeks to be a single self-accrediting institution which then further works toward and is eventually awarded university status. In that time closer ties will be established with mainstream medicine in the development of holistic, preventative and integrated medicine. As well it will create a Graduate School structure through which to offer Graduate Certificates/Graduate Diplomas and Masters level programs in what will become the School of Health and Wellness.

In the medium term, over the next two to five years, ACNM will evaluate opportunities to align with ACPE Limited and Study Group Australia Pty Limited (higher education brands only), the other higher education registered entities within the Study Group Australia family of brands, to become a single higher education entity with three distinct Schools or Faculties.

Three Schools Model



* At regulator

In the medium to long term, over the next five to ten years, the new higher education entity aspires to seek self-accrediting status under TEQSA and move towards becoming a university. In gaining this status, the new higher education entity would be eligible for more public funding such as through the Office for Learning and Teaching, the Australian Research Council, and possibly Commonwealth Supported Places (for specific fields of study), among the numerous funding sources available to universities.

Using the principle of offering practical Bachelor level course offerings in areas that are not normally or universally offered by the Australia's public university system, the higher education entity will grow to incorporate a School of Health and Wellness (current Natural Medicine degrees), a School of Business and Futures (current Martin College degrees) and a School of Movement and Exercise (current ACPE degrees). This diverse range of offerings will ensure students have the opportunity to study integrated courses across the Schools.