

The first 100 days – CEO's Report

Greg Whateley

April 2024

It has become somewhat of a tradition to reflect on the first one hundred days in a senior role. To this end I provide an overview of the highlights at the Australian Guild of Education for me during my first 100 days.

Opportunity to audit the organization

To date some 11 audits have been conducted against the public data available about AGE – all of these have been published on the public website –

Academic Governance at AGE - [87330e_c7125562ff394e46bb22c427c4bb5b34.pdf](#)

Admissions at AGE - [87330e_b47035e4df4ca08b3026266bd6a35d.pdf](#)

Corporate Governance at AGE - [87330e_100969e2681f400b8f95d1265eb99678.pdf](#)

Credit and RPL at AGE - [87330e_77d2d505023e4ba3a38c383d44f6ec8f.pdf](#)

Diversity and Equity - [87330e_760e080141f0421f9646202b26212b50.pdf](#)

Grievance and Complaint Handling at AGE - [87330e_e6f5ec3712334c9fb8be7ba04c233c7b.pdf](#)

National Code Audit - [87330e_28870154e4e34117857ebf6367d197af.pdf](#)

Risk Management at AGE - [87330e_d0b8fd8a2fd94bc586d6c725e357fec0.pdf](#)

Scholarship at AGE - [87330e_b5d6caffc17c434495912c99ce3acd47.pdf](#)

Student Support at AGE - [87330e_6397f81fafc54f3299e0a6e3c37667d3.pdf](#)

Threshold Standards Audit - [87330e_7d589435f8f148209d7cf216bda4eec8.pdf](#)

Opportunity to develop a strategic intent

A draft 'strategic intent' has been circulated and is being considered by the various committees and stakeholders with the hope that a final overview will be available at the end of April. The most recent version is available on the public website –

A Strategic Intent - [87330e_4edc9c9a6efa429ea75b56ebb85271b6.pdf](#)

The intention is to encourage all governance components (Boards and Standing Committees) to interrogate the document – and make any changes/recommendation. *Ownership is vital.*

Opportunity to commence a new chapter at AGE introducing international students

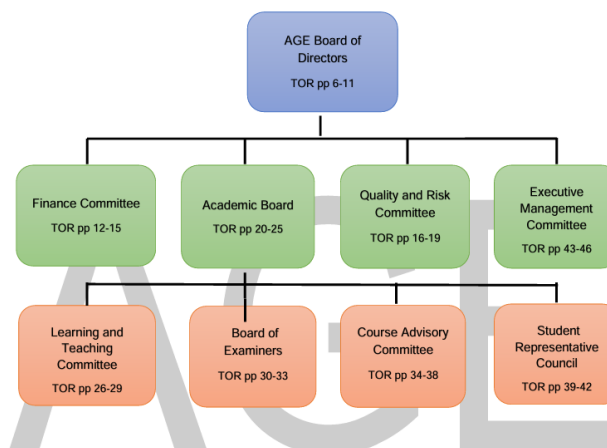
A decision made prior to my arrival was the inclusion of international music students (F2F mode) commencing March 2025. The previous focus has been on online students (a mix of domestic and offshore) which had reduced numbers significantly over the last few years – not that the product is deficient – more about the promotional opportunities I suspect.

The current intake – along with the significant challenges and demands – provide a new opportunity to survive both financially and physically – and has set the new ground for further expansion and diversity.

AGE (formerly AGME) is no longer a music school. Music is- and will remain - an important element – but the expansion of courses and foci will be the future. This is now in train and hopefully will be realized later in 2025 and early 2026.

Governance and overview

AGE has in place an elaborate governance model –



The *Governance Charter* available provides the terms of reference for the nine elements - [87330e_6e698575ff2c4877b4e177737123fbb6.pdf](https://www.ageschools.com.au/87330e_6e698575ff2c4877b4e177737123fbb6.pdf)

This approach has been reinvigorated to date with five of the eight boards/standing committees meeting. A full circuit should be achieved by May/June 2025.

An annual calendar has been developed accordingly –

| | January | February | March | April | May | June | July | August | September | October | November | December |
|------|---------|----------|-------|-------|-----|-------------|------|--------|-----------|---------|----------|----------|
| BoD | | | | 16 | | | 2 | | 17 | | | 3 |
| FC | | | 27 | | | 12 | | 28 | | | 13 | |
| AB | | 12 | 26 | | 14 | 11 | | 27 | | | 12 | |
| QARC | | | 20 | | | 5 | | 21 | | | 6 | |
| EMC | 14 | 11 | 11 | 15 | 13 | 17 | 15 | 12 | 16 | 14 | 11 | 16 |
| LTC | | | 12 | | 21 | | | 13 | | 29 | | |
| BOE | | | 4 | | | | | | | 21 | | |
| CAC | | | | | | As required | | | | | | |
| SRC | | | | 10 | | | | 7 | | | | 4 |

Minor changes are inevitable – but the framework will remain in place. 2026 will be developed mid-2025 well in advance of the new year.

Scholarship emphasis

Essential to our developing profile is *scholarly activity*. From the outset my intention has been to both encourage and highlight scholarship. This is evidenced in a solid commitment to date that will be further enhanced through the proposed establishment of a *Centre for Scholarship* and a *Centre for Creativity* – hopefully gathering national/international support.

Membership of *Musicum20* (an internal think tank) is critical – and this is now in place - [Home / | musicum20](#)

The first edition of an AGE publication series is in train – The Next 5 (years). Of particular interest are chapters from AGE staff and stakeholders –

Whateley (2024) - [6113ad_ad083e7f7a5c43188158ddfd225d30dc.pdf](#)

Whateley (2024) - [6113ad_bf1c441df2694d81a08242cca09f5485.pdf](#)

McLeod (2025) - [6113ad_fe8032db0e524cbd87971d25df1ab8b4.pdf](#)

Mieczakowski (2025) - [6113ad_418d2411436c4953bbc72b1c84c373ef.pdf](#)

McLeod (2025) - [6113ad_abd67687e13b48ce9e3cd2a67a7078c5.pdf](#)

Whateley (2025) - [6113ad_b5c24928610c4f338eb3276bf251f487.pdf](#)

McLeod (2025) - [6113ad_fb064f57b97d4a138705461e0e15291c.pdf](#)

Woollacott (2025) - [6113ad_db39c1ae21f04cbcb3f07ff6d7e7b5dc.pdf](#)

Effort has been put into understanding scholarship, relating it directly to the learning and teaching at AGE and in turn capturing and acknowledging the efforts. A number of papers/documents are readily accessible to assist with this appreciation –

Scholarship can take on many forms - [6113ad_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Capturing Scholarship at AGE 2024 - [87330e_c236de23a09045c093784e013fd84197.pdf](#)

Scholarship at AGE - [87330e_b5d6caffc17c434495912c99ce3acd47.pdf](#)

AGE has in place related policies on the matter of scholarship –

Academic Scholarship Policy – [Academic Scholarship Policy](#)

Academic Scholarship Procedure - [Academic Scholarship Procedure \(S2\)](#)

Stakeholder communication

Communication is vital. To this end daily, weekly and monthly updates are provided. The *daily posts* are intended for immediate staff (and possible interested parties) – the *weekly bulletin* brings together the various activities of the week with a wider distribution – the *monthly 'message'* is designed to reach a wider group of stakeholders. All updates/bulletins/message are designed to let interested parties know what is happening.

A 'Message from the CEO and ED' is published monthly and has the widest readership –

January 2025 – [87330e_c9dcfbf90b4445ee8049f3941e0743cd.pdf](#)

February 2025 – [87330e_b3c5143af2374311afa0cf978c6deacc.pdf](#)

March 2025 - [87330e_624a234437ed4da98eb0cf72f83ab6ff.pdf](#)

Despite the current smallness (*less than 70 EFTSL*) – AGE is doing a lot of interesting activities - and this will no doubt grow in focus and size. The current staff student ratio (SSR) is c1:14 (up from 1:0.7 in 2024).

Development of new product

In 2024 a proposal for a Graduate Certificate/Graduate Diploma in Early Childhood Studies has been put forward (pending accreditation).

In 2025 a proposal for a Master of Social Work (Qualifying) and a Graduate Certificate/Graduate Diploma of Human Services is in the final stages of submission.

A Master of Business Administration has been funded and being proposed.

This diversity of products will play a significant role moving forward.

Looking to the future

Based on experience, I remain convinced that growth and prosperity requires three elements working in harmony – *multiple products, multiple sites and multiple modes of delivery*.

Whateley (2025) - [6113ad_26dd3f1b903a47108787ec29badb7b4d.pdf](#)

I remain confident – despite the current challenges – that AGE will grow and develop into an impressive entity. It just requires *time and commitment*.



Emeritus Professor Greg Whateley is currently the Chief Executive Officer and Executive Dean at the *Australian Guild of Education*