



## Message from the CEO and ED

**#4 – April 30, 2025**

### A special thank you to Dr Dino Ruzzene

A special thank you to Dr Dino Ruzzene for his contribution to AGME and now AGE as he retires from the AGE Board of Directors at the end of March 2025.



Beth wrote a most fitting tribute to Dino –

‘As Dr Dino Ruzzene steps into retirement at the age of 80, the Australian Guild of Education (AGE) honours his extraordinary contribution - not only to the Guild, but to the advancement of education across Australia and beyond.

*Dr Ruzzene’s* Higher Education career spans more than four decades and encompasses an impressive breadth of leadership across the public and private education sectors. He has played a pivotal role in shaping vocational and higher education policy, designing and delivering innovative training programs, and serving on governance boards where his insights and commitment have left a lasting impact.

His association with the Australian Guild of Education began in 2022 when he joined the Higher Education Committee of the Australian Guild of Music Education Inc. The following year, he was appointed as an inaugural Director of the Australian Guild of Education, where he quickly became a respected custodian of the organisation’s values and future direction. His work has been particularly influential in the area of *governance and policy development*, helping guide the organisation through one of the most significant periods in its history.

*Dr Ruzzene's* steady hand and strategic insight were instrumental as AGE transitioned from an Incorporated Association to a registered Higher Education Provider and Pty Ltd in September 2023. He continued to provide thoughtful counsel through the sale to new shareholders in December 2024, acting as a guardian of the organisation's integrity and long-term purpose.

His contributions to education extend far beyond AGE. With formal qualifications that span every level of the Australian Qualifications Framework—including a Doctorate in Education and a Master of Education from La Trobe University—*Dr Ruzzene* has built a legacy rooted in both academic rigour and real-world application. His doctoral thesis explored VET and higher education policy reforms, a theme that has consistently underpinned his work throughout his career.

Among his many achievements, particularly notable was his founding of the Mt Buller Campus of *La Trobe University*, a project that merged educational vision with regional development. As Managing Director and Head of Campus of the *Australian Alpine Institute*, he led the project from concept to completion, overseeing the joint venture with Groset Pty Ltd, construction of the campus facilities, and delivery of programs tailored to alpine and regional needs. It remains one of the more innovative and bold ventures in Australian higher education.

*Dr Ruzzene's* leadership extended internationally. He developed offshore education programs in Malaysia and Singapore and was a member of ministerial delegations to Southeast Asia, Japan, and Europe, where he represented Australian education with distinction. His private consultancy - *Greenpine Education and Training Services* – has advised institutions on compliance, funding, accreditation, and policy for over 25 years.

What has defined his leadership throughout is a rare combination of foresight, empathy, and rigour. He brings not only expertise in planning and management but also a deeply human approach, underpinned by emotional intelligence, integrity, and a strong sense of purpose.

Outside his professional life, *Dr Ruzzene* is a proud husband, father, and grandfather. He enjoys cycling, gardening, skiing, bushwalking, and travel, and his zest for life has always been evident in the way he speaks with curiosity and enthusiasm about the world around him.

**His retirement marks the end of a remarkable chapter—but his legacy lives on in the institutions he shaped, the policies he influenced, and the countless students, educators, and colleagues who have benefited from his work.**

On behalf of the *Australian Guild of Education*, and the broader educational community, we extend our deepest thanks to *Dino*. It has been my privilege to work alongside someone whose career stands as a testament to service, vision, and enduring impact.'

**Beth Woollacott**

**Our sincere thanks and best wishes are extended to Dino.**

Congratulations to **Art** on his recent commission for an exclusive theme for *TVNZ Breakfast Show (TV New Zealand)*

[https://www.dropbox.com/scl/fi/xllj3672l6xvc88230wzh/bfast\\_opener\\_clips\\_2003.mp4?rlkey=k63ioqrb6c2mvc3okq5bw9x1m&st=ic9zsinf&dl=0](https://www.dropbox.com/scl/fi/xllj3672l6xvc88230wzh/bfast_opener_clips_2003.mp4?rlkey=k63ioqrb6c2mvc3okq5bw9x1m&st=ic9zsinf&dl=0)

The original score by **Art Phillips** – includes the opening and closing theme music - plus underscore music to the headlines and top of the hour segue sections.

*This is a daily 3-hour breakfast show - 5 days a week for 48 weeks a year*



For more about **Associate Professor Art Phillips** see – [BIO – ART PHILLIPS | 101 Music PTY LTD](#)

This is another excellent example of scholarship. For more about Scholarship at AGE see -

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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

Scholarship can take on many forms - [6113ad\\_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Congratulations to **Christopher** on his recent creative work (27.03.2025) – **NYC Apartment – What makes our house home?** *Blue Insights*



Photo by Pilar Herrera: <https://www.pexels.com/photo/serene-central-park-skyline-reflection-in-new-york-30055060/>

The full poem is accessible at - [NYC APARTMENT - Blue Insights - Medium](#)

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Congratulations to **Greg** on his recent blog (27.03.2025) – **Artificial Intelligence (AI) versus Actual Intelligence (Acl)** – *Musicum20*

**Artificial Intelligence (AI) versus Actual Intelligence (Acl)**

Greg Whateley

March 2025

*There is little doubt that artificial intelligence is all around us. Every time I book a flight somewhere I am supported by AI. Every time I call into my banking app I am supported by AI. Making payments (TELSTRA, Vodafone and the like) I am interfacing with AI. Accessing an uber after a night out I am interfacing with a booking bot). Yesterday my robot cleaned the swimming pool for me – so AI is with me whether I like it or not – in this instance I do actually like it.*

*I have, over the last few months, had some encounters with ‘real people’ on the telephone (Acl). Where I needed specific support or instruction - I was able to chat to some very nice and supportive people who gave me valuable direction and comfort.*

*But, as noted AI is here to stay.*

The full article is available at - [6113ad\\_8381d327d63b44fda5560cc2a96c6481.pdf](#)

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A warm and official welcome to **Rachael** as she joins the 2025 teaching team at AGE.



**Assistant Professor Rachael McLeod**

Rachael joined Associate Professors **Jordan Murray** and **Christopher McLeod** on campus at North Melbourne this week to collaborate in a Pedagogy Specialisation planning session.

Rachael is a highly experienced educator with over 15 years of experience. Her pedagogical expertise has been derived from *teaching* in the Private, Alternative, Government, Catholic, Christian, and Tertiary sectors.

Rachael's *performance* expertise derives from her many performance opportunities including Melbourne City Opera and the Melbourne Symphony Orchestra Chorus.

Rachael's involvement with AGE is part of the initiative to spearhead the development of the Pedagogy stream – working in S1, 2025 with the online option (Pedagogy 201 and 301) – she will also contribute to Performance 202.

## The First 100 days

It has become somewhat of a tradition that an incoming executive reflects on his/her first 100 days in the job. Having just passed the milestone – I have attempted to capture the issues under 8 key headings –

### 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 organisation
- Opportunity to develop a strategic intent
- Opportunity to commence a new chapter at AGE introducing international students
- Governance and overview
- Scholarship emphasis
- Stakeholder communication
- Development of new product
- Looking to the future

The full paper can be viewed at -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_1bfce87eb30a4290803120508f75bb77.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_1bfce87eb30a4290803120508f75bb77.pdf)

This is another good example of scholarship. For more about Scholarship at AGE see –

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Scholarship can take on many forms - [6113ad\\_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Congratulations to **Christopher** on his recent publication (30.03.2025) – **The Darkest Night**, *Blue Insights* –

## The Darkest Night

What do we do when the numbness of modernity pierces the heart?



The full piece is accessible at - [The Darkest Night - Blue Insights - Medium](#)

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Capturing Scholarship at AGE 2024 -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_c236de23a09045c093784e013fd84197.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_c236de23a09045c093784e013fd84197.pdf)



Congratulations to **Greg** on his recent (30.03.2025) article – **Integrity despite the mode of delivery** – *CQ News*



**Emeritus Professor Greg Whateley**  
Chair, CampusQ Advisory Board.

## **Integrity despite the mode of delivery.**

*"Academic integrity is  
vital, online invigilation  
is a genuine option "*

[View Article](#)

The full article can be viewed at - [All a matter of integrity despite the mode of delivery — invigilatorPlus Blog](#)

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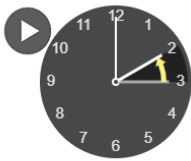
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A gentle reminder – **Daylight Saving ends** this coming Sunday, April 6 – so remember to wind your clocks back an hour



**6 Apr**  
Back 1 hour

#### 6 Apr 2025 - Daylight Saving Time Ends

When local daylight time is about to reach

Sunday, 6 April 2025, **3:00:00 am** clocks are turned **backward** 1 hour to Sunday, 6 April 2025, **2:00:00 am** local standard time instead.

Sunrise and sunset will be about 1 hour earlier on 6 Apr 2025 than the day before. There will be **more light in the morning** and less light in the evening.

Also called **Fall Back** and **Winter Time**.

**More info:**

[Daylight Saving Time Ends in Australia 2025](#)

Congratulations to **Greg** on his recent article (01.04.2025) – **Transformational leadership and the new reality** – *Musicum20*

### **Transformational leadership and the new reality**

Greg Whateley

April 2025

*Notions of leadership and management have been discussed and employed in commercial enterprises and business schools for many years – there are very few postgraduate courses that do not cover the key associated issues. Most MBA programs provide significant focus – and many opt for two subjects – one on leadership and the other on management suggesting they are associated – but at the same time worthy of consideration independently.*

*Of course, whilst management is generally considered to concern the routine administrative function of running an enterprise, leadership is most often seen as transformative relationship interactions between a leader and staff- essential to encouraging, developing, and negotiating organisational change. Consequently, most effective leaders also need to be effective managers – or at least be able to fully understand the importance of managerial functions.*

The full article is accessible at - [6113ad\\_94f769b047444a0082b26903741fa569.pdf](https://www.guildmusic.edu.au/files/ugd/6113ad_94f769b047444a0082b26903741fa569.pdf)

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## Cross Institution Collaboration Project

Congratulations to **Christopher** on developing a cross-institution collaboration with a colleague at the *Australian Catholic University* (ACU).



In brief -

Associate Professor **Christopher McLeod** (AGE) and Dr **Leah Kaufmann** (ACU) are working on a Cross Institution Collaboration to enhance *Community Music* outcomes.

The project involves collaborating with community *Hornists* to roster Horn seats for an upcoming Surrey Hills Orchestra concert.

The community driven initiative delivers best practice and inclusivity for all stakeholders. The project will be completed and delivered in May 2025.

For more about **Dr Leah Kaufmann** see - [Leah Kaufmann | ACU Researcher](#)

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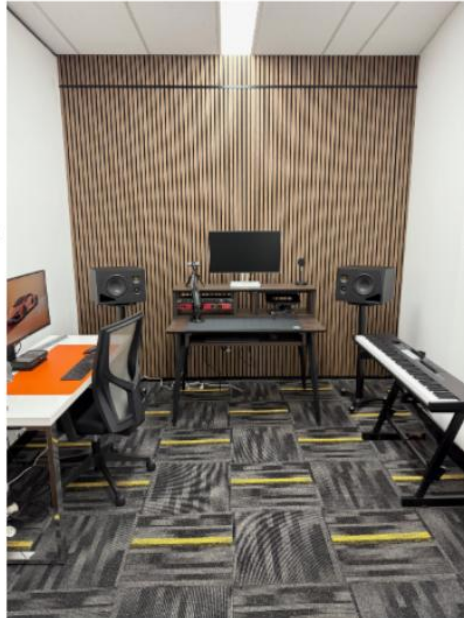
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Congratulations to **Christopher** on the recent inclusion in the *Australian Guild of Screen Composers* (AGSC) newsletter - **What's the Score**

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### Christopher McLeod

Christopher McLeod is working with the Australian Guild of Education to custom fit a multipurpose space. The new space known as The Studio at the Guild is designed to deliver online Composition and Film Scoring units.



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*What's the Score* is the *membership magazine* of the Australian Guild of Screen Composers and is sent out nationally to members.

Many of the members are high profile film and media composers such as **Art Phillips** and **David Hirschfelder**.

For more on the studio project (affectionately referred to as the *composer's sanctuary*) see –

McLeod (2025) Building the Composer's Sanctuary - [6113ad\\_69abfafbccea4fd89871632a6466d67f.pdf](#)

McLeod (2025) Building the Composer's Sanctuary – Equipment - [6113ad\\_34cd8672b6c646c49c9c85549f0207a7.pdf](#)

McLeod (2025) Building the Composer's Sanctuary – Colour, Texture and Sound - [6113ad\\_d1151c22dd1d47b69aa0e68385bd09f1.pdf](#)

McLeod (2025) Building the Composer's Sanctuary – Keyboard, Desk and Peripheral - [6113ad\\_f2268c78e7fc4516b34c8d37f13b11fd.pdf](#)

Congratulations to **Greg** (et al) on the upcoming book – **The Next 5 (years)** – *Intertype*

Edited and contributed to by **Greg, Ian, Dimitri** and **Aleks** (*all current members of Musicum20*) – the book is the first (Volume 1) in a new series of AGE publications.



This edition is proudly sponsored by **invigilator plus** - [Online Exam Proctoring Software | invigilatorPlus](#)

The hard copy will be available in May 2025 (also to be published online) and used for presentations at the *2025 Musicum20 Symposium in London in October at Trinity Laban - Home | Trinity Laban*

The book contains 29 chapters in all with contributions from **AGE** staff and stakeholders including –

Whateley (2024) – The nest 5 (years) -[6113ad\\_ad083e7f7a5c43188158ddfd225d30dc.pdf](#)

Whateley (2024) – The implausible dream -  
[6113ad\\_bf1c441df2694d81a08242cca09f5485.pdf](#)

McLeod (2025) – Composing from anywhere – emergence of the handheld composition studio - [6113ad\\_fe8032db0e524cbd87971d25df1ab8b4.pdf](#)

Mienczakowski (2025) – Five more years ... the boom becomes an echo -  
[6113ad\\_418d2411436c4953bbc72b1c84c373ef.pdf](#)

McLeod (2025) – Artificial intelligence – the crossroads -  
[6113ad\\_abd67687e13b48ce9e3cd2a67a7078c5.pdf](#)

O'Connor (2025) - Integrity in a digital age -  
[6113ad\\_e32b81bd38ad4941bfd6218a7e77e79d.pdf](#)

Whateley (2025) – Strategically thinking – the next five years -  
[6113ad\\_b5c24928610c4f338eb3276bf251f487.pdf](#)

West (2025) – Mind the (AI Skills) Gap – who will train us for the GenAI Future -  
[6113ad\\_3fabcd138cdc404c8b0ebc3152523b51.pdf](#)

McLeod (2025) – Disrupting analogue spaces -  
[6113ad\\_fb064f57b97d4a138705461e0e15291c.pdf](#)

Woollacott (2025) – State based funding in Asia – the next five years -  
[6113ad\\_db39c1ae21f04cbcb3f07ff6d7e7b5dc.pdf](#)

The full complement of papers/chapters can be viewed at - [The Next 5 \(2025\) | musicum20](#)

This is an excellent example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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## **MYFAST MEDICAL SUPPORT**

Thank you to **Alessia** (PIA) and the larger support network we have - AGE students will now have free access to MYFAST MEDICAL support.



The detail of the agreement include –

- Myfast Medical will have a qualified GP on call to help students when they need an appointment anywhere in Australia within the same day according to the operation hours advertised. Help will be offered to students who are willing to seek a dietitian's advice at affordable costs.
- Will attend to AGE campuses on agreed dates to provide onsite visits.
- AGE will notify students in advance about Myfast Medical's presence via email and text messages.
- Myfast Medical provides a promo code for bulk billing usage for AGE students.
- AGE will add Myfast Medical Telehealth Services as a trusted partner in their marketing and enrollment materials.
- AGE will add Myfast Medical blog posts and logo to their website for student references.

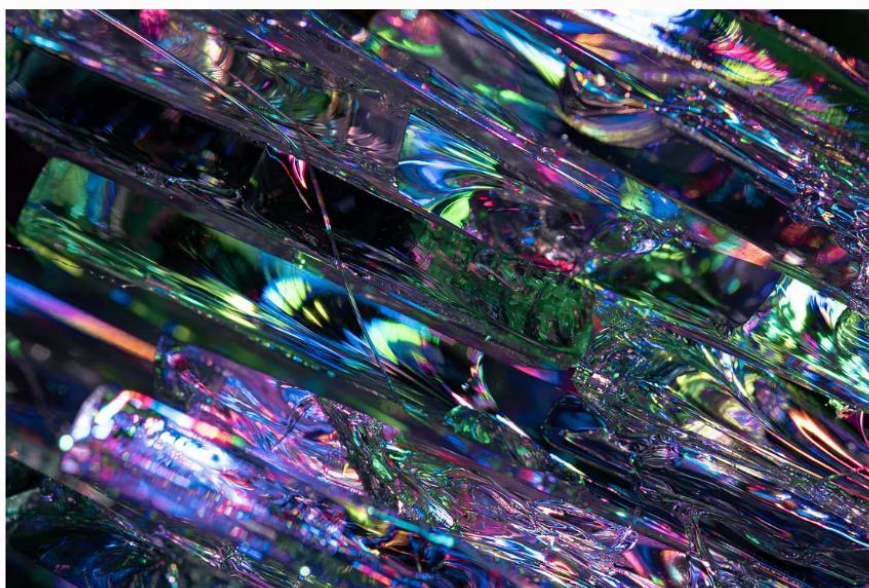
This is an excellent student support opportunity – AGE is grateful to be included in the initiative.



Congratulations to **Christopher** on his recent creative work (04.04.2025) – **Prisms of Light**  
*Blue Insights* –

# Prisms of Light

How close is chaos?



The full piece is accessible at - [Prisms of Light - Blue Insights - Medium](#)

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## A very warm welcome

I would like to extend a very warm welcome to **Mahnoosh Yavari** who has joined AGE in the role of student services/reception.



**Mahnoosh** is a highly skilled customer service and administration professional, with a rich background in providing tailored solutions to diverse client needs. **Mahnoosh** has more than 15 years' experience in various industries including tourism, cybersecurity, energy, lifestyle, and *entertainment*.

Graduating with a Bachelor of Accounting from Iran, **Mahnoosh** lived and worked abroad in Malaysia for 10 years before relocating to Australia. With a keen eye for detail and a natural talent for communication, **Mahnoosh** excels at delivering exceptional service—even in high-pressure situations.

Her ability to build strong client relationships, manage administrative processes efficiently, and resolve issues - with care - has earned her a reputation for reliability and professionalism. Now based in Australia, **Mahnoosh** is enthusiastic about embracing new challenges and continuing to grow her career in a dynamic, forward-thinking environment.

Please welcome **Mahnoosh** when next on campus. She is full time now with AGE – operating 9am-5pm each day.

## ABODA Professional Development Workshop

**Christopher** had the good fortune to participate in the *ABODA Professional Development Workshop* on Wednesday April 2, 2025. The workshop was run in conjunction with the Grainger Wind Symphony.

ABODA (Australian Band and Orchestra Directors Association) works to develop and support ensemble directors. Their partnership with the Grainger Wind Symphony is a part of a larger national network.



For more about -

Grainger Wind Symphony - <https://graingerwindsymphony.asn.au/wordpress/>

ABODA - <https://www.abodanational.com/>

Congratulations to **Greg** on his recent book chapter -

**Whateley, G.** (2025) What has COVID-19 ever done for us? In Fernandez, J. and Scott, G (2025) **Achieving Together – HEPP-QN Insights to Selected Themes in Higher Education**. Chapter 4, pp 107-109 Avondale Academic Press ISBN 978-0-6459141-2-2



**ACHIEVING TOGETHER**  
HEPP-QN Insights to Selected Themes in  
Higher Education  
Editors: Jane Fernandez & Geoff Scott



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## A warm welcome

A very warm welcome to **Emeritus Professor Jim Mienczakowski** who will formally join AGE as a member of the *AGE Board of Directors* and will sit on our Quality and Risk Standing Committee as well as our Learning and Teaching Standing Committee.



### *Qualifications and Professional Memberships*

Cert Ed. (Lond), B.Ed. (Lond), Dip RCSSD (Lond), MA (King's College Lond), PhD (Griff.) ND, SSSSI.

### *Professor Emeritus Curtin University*

Jim graduated from the *Royal Central School* and *University of London* and worked in professional theatre and performing arts before moving into teaching where he specialised in secondary arts education in urban settings. Later, during his MA studies, he was seconded to the West Indies where he researched and taught on the island of *Tobago* before eventually relocating permanently to *Australia*.

In 1991 Jim moved to Griffith University to teach on their BEd and new BPA degree courses. Whilst at Griffith he developed the theory of critical ethnodrama research, a field of practice-based study which has become embedded in numerous arts and education courses around the globe. Jim's research led to extensive publication activities and international presentations.

In 1999 he accepted the position of Foundation Dean of Education and Creative Arts at *Central Queensland University* where he later served as Deputy Vice-Chancellor

Academic and Research until moving to *Victoria University* in Melbourne in 2006. At *Victoria University*, Jim was (interim) Deputy Vice-Chancellor Research and Industry prior to taking up the position of Executive Director of Higher Education for *Abu Dhabi Government's ADEC*.

During Jim's years with Abu Dhabi's education reform council (ADEC) he was (amongst many other things) significantly involved in contributing to the formation of quality and standards frameworks for tertiary entities, the establishment of *New York University, Abu Dhabi*, and *La Sorbonne's Abu Dhabi Campus* and as the Vice Chancellor of *ECAE*, a teacher education university for Emirati students.

In late 2013 Jim moved from the Gulf to Malaysia (or rather Sarawak, Borneo) to head *Curtin University's* university campus there. As CEO, President and PVC, Sarawak, he continued to work closely with state and federal government representatives and agencies in cementing the Curtin Sarawak Campus's role as a fully accredited foreign branch campus in Malaysia.

At the end of his time in Malaysia Jim's contributions to Higher Education were recognised by Curtin University awarding him Professor Emeritus status. Since returning home in 2020 he has been occupied as an HE management and transnational operations consultant located in Melbourne.

We welcome **Jim** to AGE – and thank him for his interest and commitment.

**Doors are open at AGE (Literally)**



Our front door opened for the first time to the public - *376 Victoria Street*.

With the arrival of **Mahnoosh** as *Student Services/Reception* - Monday-Friday 9am-5pm - students and visitors will be able to access AGE via the front door for non-teaching matters. **We will open at 10am and close at 4pm each day.**

Classes will run in S1, 2025 on Tuesdays, Wednesdays and Thursdays –

F2F TIMETABLE - SEMESTER ONE, 2025					
	Monday	Tuesday	Wednesday	Thursday	Friday
8.00am		Music in Culture 101 MUSCUA101 - A Room: 1.1 Main Lecture Hall Staff member: GMC	Professional Skills 101 PROSKL101 - B Room: 1.1 Main Lecture Hall Staff member: JAU	Music in Culture 101 MUSCUA101 - B Room: 1.1 Main Lecture Hall Staff member: GMC	
9.00am					
10.00am					
11.00am		Pedagogy PEDAGOG101 - A Room: 1.1 Main Lecture Hall Staff member: SWO	Pedagogy PEDAGOG101 - B Room: 1.1 Main Lecture Hall Staff member: SWO		
12.00pm					
1.00pm				Professional Skills 101 PROSKL101 - A Room: 1.1 Main Lecture Hall Staff member: JAU	
2.00pm					
3.00pm		Music in Culture 101 MUSCUA101 - A Room: 1.1 Main Lecture Hall Staff member: GMC	Music in Culture 101 MUSCUA101 - B Room: 1.1 Main Lecture Hall Staff member: GMC		
4.00pm					
5.00pm					

The side door - *Howard Street* - will be open for student access from 7.45am - 5pm on Tuesday, Wednesday and Thursday.



Congratulations to **Christopher** on his recent publication (07.04.2025) – **Forever Lost** *Blue Insights* –

# Forever Lost

We are forever pained by the regrets of youth



The full piece is accessible at - [Forever Lost. We are forever pained by the regrets of... | by Christopher McLeod | Blue Insights | Apr, 2025 | Medium](#)

This is another example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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

Scholarship can take on many forms - [6113ad\\_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Capturing Scholarship at AGE 2024 -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_c236de23a09045c093784e013fd84197.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_c236de23a09045c093784e013fd84197.pdf)

Congratulations to **Christopher** on his recent article (07.04.2025) – **Ghost in the Machine – Implications for Artificial Intelligence’s emergence** – *Musicum20*

**Ghost in the Machine: Implications for Artificial Intelligence’s emergence**

**Christopher McLeod**

**April 2025**

*The emergence of Artificial Intelligence (AI) within the last decade is the culmination of many centuries of research and algorithmic progress. The notion that we are now hurtling towards an apocalyptic dystopian future is somewhat unfounded. AI threatens to become a transformational force that we can embrace as a tool for good or extreme malice. The depiction of AI in popular and literary culture (Westworld or Brave New World sic.) has done little to quell the fears of many in uncertain economic and financial times.*

The full article is accessible at - [6113ad\\_7a709866285f421b9ffe2f4d5f00bb3b.pdf](#)

This is another example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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

Scholarship can take on many forms - [6113ad\\_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Capturing Scholarship at AGE 2024 -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_c236de23a09045c093784e013fd84197.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_c236de23a09045c093784e013fd84197.pdf)

Congratulations to **Greg** and **Beth** on their recent revision (08.04.2025) of **Corporate Governance at AGE** (v4) -



# CORPORATE GOVERNANCE AT AGE

Greg Whateley  
Elizabeth Woollacott

v4  
April 2025

Ongoing review and refreshing of key documents is an essential element of quality management and good governance.

This is also a good example of scholarship. For more about Scholarship at AGE see –

For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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The next meeting of the *Executive Management Committee* is scheduled for Tuesday, April 15 at 10am

The **agenda** includes –

Update on F2F classes

Update on Online classes

Overview of S1, 2025 start

Committee System Update

Scheduling for S2, 2025

Other Business

The meeting will be chaired by **Emeritus Professor Greg Whateley** ably supported by **Associate Professor Christopher McLeod**

## A warm welcome

A very warm welcome to **Emeritus Professor Clive Smallman** who formally joined AGE with a specific challenge in mind – to expand our postgraduate offerings. He will assume the role of *Director, Postgraduate Studies during 2025*.



*Emeritus Professor Clive Smallman* - BSc Hons MSc MBA MA PhD FBCS CITP GAICD FIML - is expert in leadership, business strategy, planning, risk management and eLearning, with over 40 years' experience across corporate, SME, and higher education sectors. He is a business and life coach, advisor, author, educator, and mentor.

Clive is currently Interim CEO at *Kingsford Institute of Higher Education*. He is a director and chairs the Academic Board at *Astra Institute of Higher Education* and is Interim Higher Degree Research Coordinator at the *Australian International Institute of Higher Education*.

He has advised more than 20 higher education providers on TEQSA registration, accreditation, and appeals, most recently conducting a governance and performance review for *CQUniversity*. His past leadership roles include Dean and Professor at the *Higher Education Leadership Institute*, where he developed two accredited postgraduate programs in eLearning and research. As HDR Coordinator at *AIIHE* he is heavily involved in the development of a Master of Business Research.

Clive is a former Assistant Vice Chancellor (Strategy and Policy) and Dean of Business at *Western Sydney University* and was President and Principal Executive Officer at *Asia Pacific International College*. Internationally, he has taught at *Cambridge and Bradford Business Schools* and led MBA delivery for *York St John University*.

In business, Clive has developed strategic and contingency plans for clubs and multinationals. He has also guided individuals toward financial independence and lifestyle freedom.

Clive has led major change and R&D projects in AI, tourism, and agribusiness. He holds over 150 publications, including seven books, and an H-index of 29. His work in the *Academy of Management Journal* has been cited nearly 3,000 times. He has supervised 17 doctorates, (including one at Cambridge and a recent collaboration with Coca-Cola) and several hundred Masters' dissertations.

Clive has come on board to lead the development of a Master of Business Administration for AGE – with likely stream/major/specialisations in *Creative Industries/Technology Leadership and Project Management*. He will be in Melbourne at AGE April 22-24 – please make him welcome.

Congratulations to **Jordan** on his role as **Musical Director** for *Generations in Jazz*.



In 2023, esteemed trombonist and educator **Dr Jordan Murray** was appointed as the musical director for the **Generations in Jazz Festival** in *Mount Gambier, South Australia*. Bringing a wealth of experience from performances with legends like **Aretha Franklin**, **Tom Jones**, and **Michael Bublé**, Jordan took the helm to oversee all musical aspects of the festival.

His leadership was pivotal in orchestrating the festival's return after pandemic-related hiatuses, ensuring a vibrant and enriching experience for both artists and student attendees.

Under Dr Murray's direction, *Generations in Jazz* has flourished, showcasing an impressive lineup of artists across the 2023, 2024, and 2025 festivals. In 2023, the festival welcomed the Swedish band **Dirty Loops**, captivating audiences with their dynamic performances. The momentum continued into 2024 with the return of renowned Australian singers **Kate Ceberano** and **Budjerah**, whose collaboration with the *Generations in Jazz Big Band* was a festival highlight.

Looking ahead to 2025 – Jordan has curated a program featuring the incomparable **Gordon Goodwin Big Phat Band**.

Here are some useful links:

<https://www.abc.net.au/news/2023-05-05/generations-in-jazz-returns-to-mount-gambier/102302004>

<https://sevoice.com.au/generations-in-jazz-director-announced/>

<https://timesnewsgroup.com.au/mtgambiertimes/living/all-the-pieces-are-falling-into-place/>

<https://www.generationsinjazz.com.au/>

[https://www.generationsinjazz.com.au/files/ugd/aee933\\_ad3509dd3b7642beae4847cc040068f9.pdf?index=true](https://www.generationsinjazz.com.au/files/ugd/aee933_ad3509dd3b7642beae4847cc040068f9.pdf?index=true)

This is another great example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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

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Capturing Scholarship at AGE 2024 -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_c236de23a09045c093784e013fd84197.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_c236de23a09045c093784e013fd84197.pdf)

A vital aspect of our work at AGE is to ensure our staff and stakeholders are *regularly updated* on development and activities - on an ongoing basis.

This is achieved through daily emails, weekly bulletins and the monthly 'Message'. *There can never be too much communication.*

The **AGE Snapshot (April 2025)** provides a further opportunity to share information – and the link will be shared over the next few weeks –



## AGE SNAPSHOT

Greg Whateley  
April 2025

The paper is readily accessible at -

<https://www.guildmusic.edu.au/files/ugd/87330e1a20f25b634e414386d7645c57192c19.pdf>

The key items include – *student numbers, student feedback, student safety and wellbeing, courses on offer, current timetable, staff satisfaction, staffing profile, scholarship at AGE, industry interface, risk management, academic governance, academic integrity, assessment moderation, benchmarking, strategic intent, and policies and procedures.*

It is envisaged that the 'snapshot' would be refreshed twice each year.



A commitment required by the Threshold Standards is the release of an **Annual Report** (TS 7.3.1k). These Reports are usually produced in March/April of the following year to ensure the data is up to date and as comprehensive as possible -



**AGE**

## **ANNUAL REPORT**



**2024**

The full report can be viewed at - [87330e\\_b709f8da05004fa6ab51a9a20edf3c9e.pdf](#)

The Report covers a range of topics – measures against the Strategic Intent, feedback from students, feedback from staff, academic board membership, and initiatives for 2025.

These initiatives are captured on the final pages –

**Initiatives for 2025 include –**

- Grow overall AGE **student numbers** in line with 'Strategic Intent'
- Further expand the activities at the North **Melbourne** Campus
- Develop **postgraduate** offerings
- Expand **F2F** delivery
- Progress **Online** delivery
- Develop further **International** Projects
- Establish a **Centre for Creativity**
- Establish a **Centre for Scholarship**
- Increase **international student** numbers

For more about the Threshold Standards see -

[87330e\\_7d589435f8f148209d7cf216bda4eec8.pdf](#)

For more about the AGE Strategic Intent see -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_4edc9c9a6efa429ea75b56ebb85271b6.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_4edc9c9a6efa429ea75b56ebb85271b6.pdf)

Congratulations to **Christopher** on his creative work (10.04.2025) – **Where the Chaos Reigns** *Blue Insights* –

## Where the Chaos Reigns

The fog surrounds all hope



The full piece is accessible at - [Where the Chaos Reigns. The fog surrounds all hope | by Christopher McLeod | Blue Insights | Apr, 2025 | Medium](#)

This is another example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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Capturing Scholarship at AGE 2024 -

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## How we are tracking

We established a **Strategic Intent 2025-2028** with a range of 'measurables' that we can track ourselves against.

**A Strategic Intent** - [87330e\\_4edc9c9a6efa429ea75b56ebb85271b6.pdf](#)

It has been workshopped through a number of groups – and will head to the *Board of Directors on April 23* for comment. *Strategy* is part of its remit.

**Governance Charter** – [87330e\\_6e698575ff2c4877b4e177737123fbb6.pdf](#) - BoD Terms of Reference – pp 6-12 – see specifically – *2.2 a and e*

It is important to get *regular updates* against the Strategic KPIs – and I personally recommend that this is done *quarterly*. To this end I have summarised (to the best of my knowledge) our current performance against the intent – as at April 10, 2025.

## GROWTH

	2024	2025	Current	2026	2027	2028
<b>Programs</b>	1	2	1	3	4	5
<b>Locations</b>	1	1	1	1	2	2
<b>Students</b>	4.5	75	69.4	150	225	300
<b>Finances</b>	Deficit	Deficit	-	Break even	Surplus	Surplus

## DIVERSITY

	2024	2025	Current	2026	2027	2028
<b>Domestic (%)</b>	100	20	2	25	30	30
<b>International (%)</b>	0	80	98	75	70	70
<b>Nationalities</b>	5	5	6	8	10	12
<b>Undergraduate (%)</b>	100	90	100	80	80	75
<b>Postgraduate (%)</b>	0	10	-	20	20	25

## QUALITY

	2024	2025	Current	2026	2027	2028
Full time staff (%)	35	35	37.5	35	40	40
AQF+1 (%)	100	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	11.7	20	25	30
SES (QILT) Aggregate	NA	National Average	-	National Average	National Average	National Average

## CO-OPERATION

	2024	2025	Current	2026	2027	2028
Adjuncts and Fellows	0	5	3	10	15	15
National Partners	1	1	4 <sup>^</sup>	2	3	4
International Partners	4	4	9 <sup>*</sup>	5	7	8
National Projects	1	1	-	2	3	3
International Projects	2	2	1	2	3	3

<sup>^</sup>By virtue of Musicum20 membership

<sup>\*</sup>by virtue of Musicum20 membership

## BENCHMARKING

	2024	2025	Current	2026	2027	2028
Partners	2	3	4	5	7	9
Internal Surveys/year	0	3	-	3	3	3
External Surveys/year	0	1	-	2	3	3
Graduate Surveys/year	3	1	-	1	1	1
Grade Distribution Comparisons	0	3	22^	5	7	9
Peak Body Surveys	0	1	-	1	1	1
QILT surveys	NA	1	-	1	1	1

^by virtue of musicum20 membership and HEPP-QN affiliation

This summary will be part of the April BoD package – Item 10, Attachment #9.

**Easter 2025 is upon us**



*A gentle reminder that Easter 2025 is upon us this week.*

**Friday** April 18 is Good Friday – and a *public holiday*

**Monday** April 21 is Easter Monday – and a *public holiday*

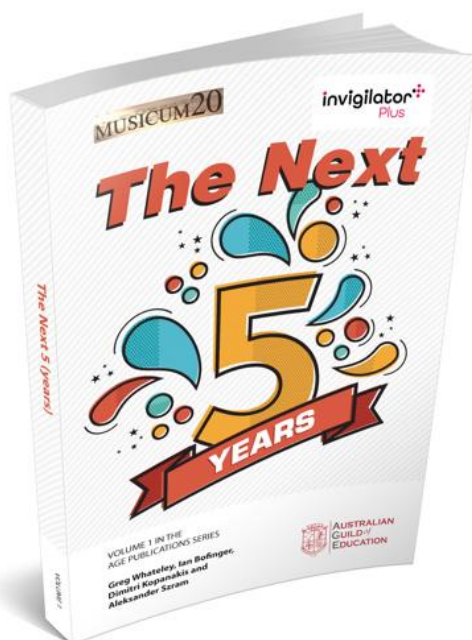
**The AGE North Melbourne Campus will be closed on Friday and the following Monday.**



## Musicum20 2025

The next Musicum20 symposium will be held in *London* on October 21-23 at *Trinity Laban Conservatoire of Music and Dance* - [London 2025 | musicum20](#)

The theme for 2025 is – **The Next 5 (years)**



Presentations from the book - Whateley, G., Bofinger, I, Kopanakis, D, and Szram, A. (2025) **The Next 5 Years** – will provide the formal input - [The Next 5 \(2025\) | musicum20](#)

**Professor Ian Bofinger** (incoming president) will preside over the symposium and **Emeritus Professor Greg Whateley** (outgoing president) will be *Master of Ceremonies*.

Staff from AGE will participate in the hybrid program –

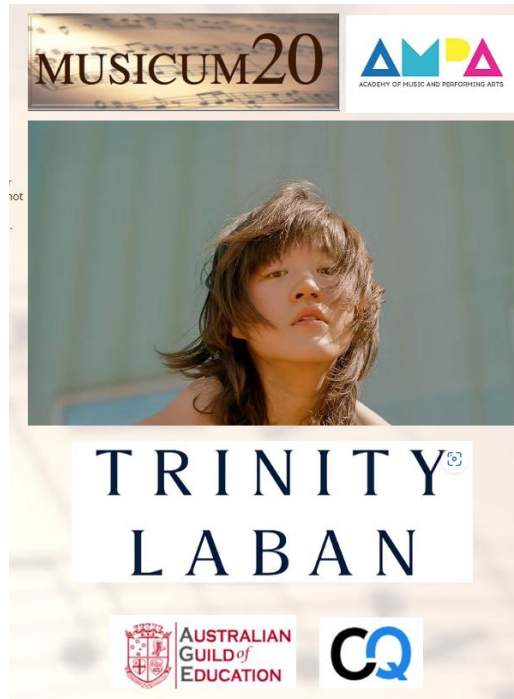
Tuesday October 21 - 11.00 – **Associate Professor Christopher McLeod** (Melbourne) – [6113ad\\_fe8032db0e524cbd87971d25df1ab8b4.pdf](#)

Tuesday October 21 – 15.30 – **Emeritus Professor Greg Whateley** - [6113ad\\_ad083e7f7a5c43188158ddfd225d30dc.pdf](#)

Thursday October 23 – 10.00 – **Professor Elizabeth Woollacott** (Melbourne) - [6113ad\\_db39c1ae21f04cbcb3f07ff6d7e7b5dc.pdf](#)

There are currently 26 presentations scheduled from 22 participants from 6 cities and 6 countries.

The event is proudly sponsored by **Trinity Laban, AMPA, AGE** and **Campus Q (Invigilator Plus)**.



For more about Musicum 20 see - [Home / | musicum20](#)

For more about Trinity Laban see - [Home | Trinity Laban](#)

For more about AMPA see - [AMPA - Academy of Music and Performing Arts - AMPA | Academy of Music and Performing Arts](#)

For more about AGE see - [School | Australian Guild of Music Education | Australia](#)

For more about Campus Q see - [Campus Q | Australian education software solutions | Sydney | CampusQ](#)



Congratulations to **Greg** on his recent article/chapter (14.04.2025) – **Artificial Intelligence (AI) versus Actual Intelligence (Acl)**, *Musicum20* –

### **Artificial Intelligence (AI) versus Actual Intelligence (Acl)**

Greg Whateley

April 2025

*There is little doubt that artificial intelligence is all around us. Every time I book a flight somewhere I am supported by AI. Every time I call into my banking app I am supported by AI. Making payments (TELSTRA, Vodafone and the like) I am interfacing with AI. Accessing an uber after a night out I am interfacing with a booking bot. Finding out what is on TV tonight I find myself asking AI. If I want to know the weather first up – ‘Hey Google’ usually comes to my rescue. Yesterday my robot cleaned the swimming pool for me – so AI is with me whether I like it or not – in this instance I do actually like it.*

*I have, over the last few months, had some encounters with ‘real people’ however - on the telephone (Acl). Where I needed specific support or instruction - I was able to chat to some very nice and supportive people who gave me valuable direction and comfort. Ironically, they assisted me in interfacing with the AI embedded in their systems.*

*But, as noted AI is here to stay.*

The full article can be viewed at - [6113ad\\_0a2ccde8e81d4e638c2f59d30553c0eb.pdf](#)

This is the first chapter in a new publication by *Whateley, Kopanakis and Bofinger* – **AI vs Acl**

This is another good example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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Scholarship can take on many forms - [6113ad\\_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Capturing Scholarship at AGE 2024 -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_c236de23a09045c093784e013fd84197.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_c236de23a09045c093784e013fd84197.pdf)

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Congratulations to **Christopher** on his recent blog (14.04.2025) – **Academic Integrity – a conceptual framework**, *Invigilator Plus*

## Academic Integrity – a conceptual framework



Author: Christopher McLeod

March 2025

To read the full article go to - [Academic Integrity – a conceptual framework — invigilatorPlus Blog](#)

This is another good example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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Congratulations to **Greg** and **Tom** on their recent blog (15.04.2025) – **Scholarship can take on many forms in a business school environment** *Musicum20* –

**Scholarship can take on many forms in a business school environment**

Greg Whateley and Tom O'Connor

April 2024



*The very notion of **scholarship** (as distinct from research) can in fact take on many forms. From the outset it is essential to establish a clear understanding of what scholarship means in the context of a teaching and learning environment within the Higher Education Sector.*

The full article can be viewed at - [6113ad\\_13f3e8dd22d74ef69115b627c09751a1.pdf](#)

**Dr Tom O'Connor** is currently an Associate Dean at PIA and a member of the AGE Learning and Teaching Committee.

This is another good example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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

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Scholarship can take on many forms - [6113ad\\_2887992fd3a440a4bca4cbcb6414de4f.pdf](#)

Capturing Scholarship at AGE 2024 -

[https://www.guildmusic.edu.au/files/uqd/87330e\\_c236de23a09045c093784e013fd84197.pdf](https://www.guildmusic.edu.au/files/uqd/87330e_c236de23a09045c093784e013fd84197.pdf)

Congratulations to **Christopher** on his recent creative work (15.04.2025) – **An Empty Room** *Blue Insights* –

## An Empty Room

Our hardest challenge is to sit alone with no distractions



The full piece is accessible at - [An Empty Room. Our hardest challenge is to sit alone... | by Christopher McLeod | Blue Insights | Apr, 2025 | Medium](#)

This is another example of scholarship. For more about Scholarship at AGE see –

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Congratulations to **Jim, AnneMarie and Greg** on their recent article (15.04.2025) – **The American Cloud and Me Musicum20** –

**The American Cloud and Me**

Jim Mienczakowski, AnneMarie Moran and Greg Whateley

April 2025

*In recent years examination invigilation has moved a long way from those traditional, time-honoured, mass gatherings of students in huge examination halls that many of us will only too well remember. And today's exam invigilation might not be performed by those silent, lurking, academic gowned scrutineers of student malfeasance who, gliding between the rows of exam desks, would peer over the shoulders of the nervous students being tested.*

The full article can be viewed at - [6113ad\\_b945683a915446dcb2c5c37b3bed234b.pdf](#)

This is another good example of scholarship. For more about Scholarship at AGE see –

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Capturing Scholarship at AGE 2024 -

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## VIP visitors on Campus this coming week

**Emeritus Professor Clive Smallman** will be on campus this coming week (April 22-24) in his capacity as *Director, Postgraduate Studies*.



**Clive** will be supporting AGE in the development of a *Master of Business Administration* that we believe will be an important part of the projected growth and diversity plan moving forward.

**Emeritus Professor Jim Mienczakowski** will also be on campus on Wednesday, April 23 attending his first meeting of the Board of Directors meeting



**Jim** will take on a number of activities with us including launching the *Centre for Scholarship* and contributing to both the *Learning and Teaching* and *Quality and Risk Standing Committees*.

**Associate Professor Art Phillips** will be in Melbourne (April 29-May 2) as part of his industry meetings and commitments.



Art will assist with the establishment of the *Centre for Creativity*.

**Please make our three distinguished guests feel welcome.**

For more about the **AGE Strategic Intent** see -

[https://www.guildmusic.edu.au/files/ugd/87330e\\_4edc9c9a6efa429ea75b56ebb85271b6.pdf](https://www.guildmusic.edu.au/files/ugd/87330e_4edc9c9a6efa429ea75b56ebb85271b6.pdf)

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Congratulations to **Greg** on his recent article (16.04.2025) – **On being a digital nomad**  
*Musicum20* –

### **On Being a Digital Nomad**

Greg Whateley

April 2025

*I have - in a career spanning more than 50 years – had the opportunity to work and travel. The first ten years or so I was based in Melbourne and taught at a handful of institutions – always face to face (F2F). In some ways teaching at a number of institutions at the same time taught me the concept of being a nomad (of sorts) – though limited to the Melbourne metropolitan area.*

*Over the next thirty years or so I taught in multiple locations – both interstate and overseas. Physically relocating to Tasmania, Queensland and New South Wales certainly reinforced the nomadic tendency. Teaching and consulting opportunities overseas (New Zealand, Singapore, Japan, Maldives, South Korea, Hong Kong, France for example) also taught me the importance of communication and contact.*

*The last ten years – though – have been the most transformative from further relocations, weekly interstate commutes and of course COVID-19 adventures around working online and remotely. Trips overseas using digital nomad strategies have also proved most satisfactory – finally convincing myself that being a digital nomad was in fact a most satisfying approach to management and teaching.*

The full article can be viewed at - [6113ad\\_7a1d443b085541debced48ed7d3a254d.pdf](#)

This is another good example of scholarship. For more about Scholarship at AGE see –

Scholarship at AGE - [87330e\\_b5d6caffc17c434495912c99ce3acd47.pdf](#)

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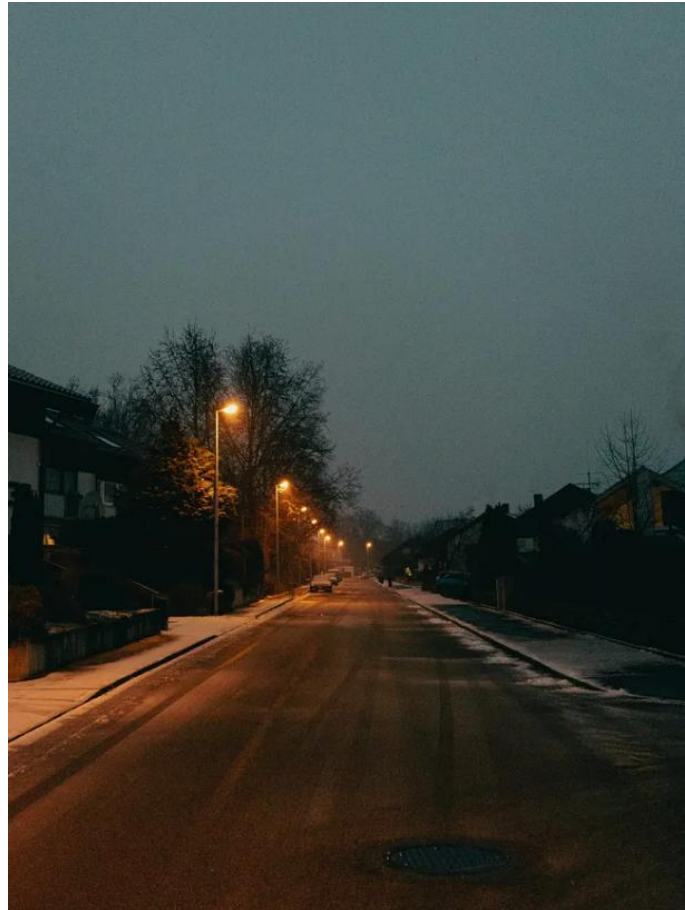
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Congratulations to **Christopher** on his recent creative work (17.04.2025) – **Normal Lies**  
*Blue Insights* –

## Normal Lies

What is normality?



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Congratulations to **Jim, AnneMarie** and **Greg** on their recent blog (20.04.2025) – **The American cloud and me, *Invigilator Plus***

## The American cloud and me



To read the full article go to - [The American cloud and me — invigilatorPlus Blog](#)

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I have asked **Emeritus Professor Jim Mienczakowski** to support our effort and assist with the establishment of a *Centre for Scholarship* – more on that to come.

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## Building construction at North Melbourne Campus



There was ongoing building work being done at the Campus last week. The work started over the extended Easter weekend – which was greatly appreciated and nicely timed. The decision was made to refurbish Level 2 *now* rather than later – and touch up Level 1 while we were at it.

Level 1 is currently being used for the undergraduate **Music** program.

The Level 2 focus is designed to accommodate the possibility of a postgraduate **Early Childhood Education** program that is under consideration by the Regulator.

The transformation is impressive – with a quick sample provided -



Classroom 1, Level 1



Classroom 3, Level 2



Classroom 4, Level 2



Classroom 5, Level 2

Other touch ups throughout the building were also completed in the process with the stairs being repainted and safety gripping in place – as well as some cosmetic changes that have enhanced the facility overall.

A 3D graphic of the words "THANK YOU" in red, block letters. The letters are thick and have a slight shadow, giving them a three-dimensional appearance. The word "THANK" is on the top line and "YOU" is on the bottom line, both centered.

I want to take this opportunity to thank **Sunny, Gulsher (Bunny) and Rohit** – in particular – for their outstanding efforts and commitment to the project which was completed in record time. *A truly amazing effort.*

**Our application for 300 CRICOS places (ASMT14589) has stalled.**



**Australian Government**

**Tertiary Education Quality and Standards Agency**

*However, TEQSA was keen to discuss the matter in person - and agreed to an onsite visit last Thursday (April 24) - to discuss the growth issue in more detail.*

*Our application is for 300 CRICOS places – well within the capacity of the building.*

**Baraka** and **Sashi** (from TEQSA) visited at 1-2 pm - and I hosted them accordingly – I remain positive that we will achieve an increase shortly.

*Thank You...*

A special thank you to **Sunny, Gulsher (Bunny), Rohit, Austen, Alessia** and **Christopher** for their support, input and expertise on this occasion. I reiterate – *'It takes a village'*.



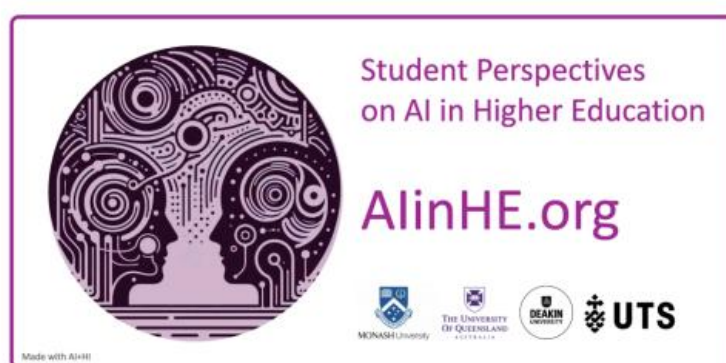
**Dr Laura Hougaz** has provided two extremely useful updates on some work done by **Danny Liu** (Sydney University) –



And

A survey of some 8000 Australian students on the topic -

## **Student perspectives on AI in Higher Education: Student Survey**



Both are exceptionally interesting and relevant. I have attached a copy of the two PDFs for internal staff. External stakeholders interested – let me know – and I will send on the pdfs.



**Laura** is a member of the *AGE Academic Board* and Chair of the *AGE Learning and Teaching Standing Committee* - [Leadership | Guild Music Copy](#)

The **AGE Board of Directors** met last Wednesday (April 23) by way of a hybrid meeting.

Professor **John Tarrant** (Chair) – Sydney (online)

Dr **Matthew Field** – Queensland (online)

Emeritus Professor **Jim Mienczakowski** – Melbourne (on campus)

Dr **Tim Weir** (Chair, Academic Board) was an apology on this occasion

Emeritus Professor **Greg Whateley** – Melbourne (on campus)

Professor **Elizabeth Woollacott** (Secretary) – Melbourne (on campus)

Emeritus Professor **Clive Smallman** – Port Stephens (on campus)

The *agenda* was comprehensive including –

Standing Reports

Membership Changes

Corporate Governance

Compliance

Strategic Intent

Finance

CEO Report

Risk Register

Academic Board

Social Work

Early Childhood Education

Increase in CRICOS load

Re-Accreditation of the Bachelor of Music

Accreditation of a Master of Business Administration



**Dr Dino Ruzzene** has retired from the Board



**Dr Matthew Field** has retired from the Board



**Emeritus Professor Jim Mienczakowski** has joined the Board

Thankyou to **Beth** for her work on the Minutes of the meeting – these should be completed this coming week.

**Emeritus Professor Clive Smallman** was our guest last week – Tuesday-Wednesday.



I have appointed Clive as our *Director, Postgraduate Studies* – with a charter to work with us on developing a Master of Business Administration (MBA) with specialisations in Creative Industries, Project Management and Information Technology.

Clive was our guest at the Wednesday *Board of Directors' Meeting* and spoke to the MBA proposal/business plan that was supported accordingly.

I will provide regular updates on progress of the award in the weeks/months ahead. It is our hope that this award will be accredited for delivery in 2026.

For more about **Clive** see- [Prof Clive Smallman](#)

**Associate Professor Art Phillips** will be onsite this coming week – as part of his industry development work in Melbourne.



Art is a highly profiled music industry leader who has agreed to assume the role of *Director, Centre for Creativity*. AGE is in need of developing a Work Integrated Learning (WIL) profile that essentially brings the industry to us – in the absence of internship placement opportunities.

This is a mandatory requirement of the Threshold Standards.

I will provide regular updates on our progress in this space.

For more about **Art** see - [BIO – ART PHILLIPS | 101 Music PTY LTD](#)

For more about the **Threshold Standards (HESF)** see - [87330e\\_7d589435f8f148209d7cf216bda4eec8.pdf](#)

## SCHOLARSHIP

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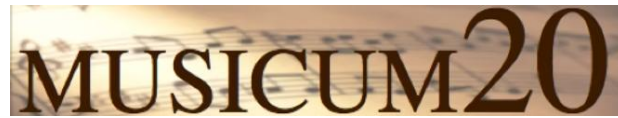
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## Musicum20 heading our way

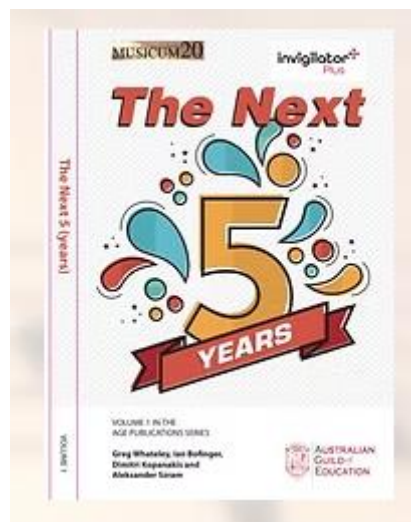
The next Musicum20 Symposium is schedule for October 21-23 in London at Trinity Laban Conservatoire, London - [About Us | Trinity Laban](#)



The draft program can be at - [London 2025 | musicum20](#) – the full range of presentations/papers can be viewed on the site by clicking on the presenter.

AGE is very well represented this time around with –

Emeritus Professor **Greg** Whateley as Symposium Master of Ceremonies and launching the latest AGE publication series book – **The next 5 (years)**



Associate Professor **Christopher** McLeod presenting on Monday, October 21 (on line) - [6113ad\\_fe8032db0e524cbd87971d25df1ab8b4.pdf](#)

Emeritus Professor **Jim** Mienczakowski presenting on Tuesday, October 22 (on line) - [6113ad\\_418d2411436c4953bbc72b1c84c373ef.pdf](#)

Professor **Elizabeth** Woollacott presenting on Thursday October 23 (on line) - [6113ad\\_db39c1ae21f04cbcb3f07ff6d7e7b5dc.pdf](#)

*Musicum20* is an important part of AGE's future given the benchmarking and networking opportunities available both nationally and internationally – *another Threshold Standards requirement.*

Congratulations to Greg on his recent paper (27.04.2025) – WIL – Work Integrated Learning – at AGE, *Musicum20* –

**WIL – Work Integrated Learning - at AGE**

Greg Whateley

April 2025

*The ideal is that there is a practical, work-based element to everything we teach ensuring students are well versed and ready for the work force - on graduation. Every effort is made to ensure this focus. AGE has a keen sense of ensuring WIL operates across the program/s.*

*In line with the Higher Education Standards Framework (Threshold Standards) HE providers are required to ensure that this work focus is not only available – but encouraged. Students, irrespective of the discipline, need to be supported in their 'work readiness'. This is highlighted in Standard 5.4.1.*

*The challenge for AGE is to bring industry to AGE.*

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Congratulations to Shashi, Greg and Jim on their recent publication - Risk Register (May 2025) –



## RISK REGISTER

Shashi Mathew  
Greg Whateley  
Jim Mienczakowski

May 2025

The full document can be viewed at - [Risk Register – May 2025](#)

Risk Management is a vital aspect of our work at AGE. The accompanying document is Whateley and Woollacott (2025) **Risk Management at AGE -** [87330e\\_d0b8fd8a2fd94bc586d6c725e357fec0.pdf](#)



April 2025