

*Western Australian
Academy of
Performing Arts*

WAAPA on the World Stage



*Strategic Plan
2017 – 2021*



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Vision

To be recognised as one of the world's top performing arts academies

Purpose

To train, nurture and inspire talented students for the performing arts industry, enabling graduates to successfully pursue their chosen careers on a national and international stage.

ECU Strategic Plan 2017 - 2021

The achievement of the WAAPA vision and purpose is informed and guided by the 2017-2021 ECU Strategic Plan.

Director's Introduction

Over the next five years, WAAPA will build on its strengths and set forward a path for sustainable growth and expansion. WAAPA is a leader in its field, nationally and internationally, providing the most comprehensive performing arts training in Australia. Building on WAAPA's reputation for teaching excellence, the overarching theme of this plan is to increase our global impact and contribution to music and the performing arts. We are proud of our reputation and will work to more systematically track our achievements and success. This plan will increase our reach, improve our ranking and grow further recognition on the world stage.

We acknowledge that to be truly globally recognised we need to increase our international student enrolments, both onshore and offshore. Plans are being developed to do so, in the realisation that international student growth adds greatly to our diversity as well as our sustainability. International partnerships are also critical to our success and we will further develop our current strong relationships alongside developing new strategic alliances.

Research is increasingly playing a prominent role at WAAPA and we will build on our strengths to deliver at world standard and above in focussed areas. The gift of a suite of historically significant keyboard instruments will provide fertile ground for research, complementing the more contemporary cutting edge research which is being pursued in a variety of creative fields.

Of crucial importance are WAAPA's strong links to industry, ensuring that we are providing students with the most relevant professional experience and enhancing their prospects for employment on graduation. We will continue to build significant strategic alliances locally, nationally and internationally.

In the medium to longer term, along with WAAPA significantly growing income from growth in student enrolments, it will be crucial to expand and enhance infrastructure to accommodate these developments. The acquisition of a Spiegeltent at the Mount Lawley campus will provide a creative, yet practical, expansion of facilities in the short term. Attention will also be given to growing external funding and providing much needed redevelopment of the Mt Lawley campus in order for WAAPA to truly thrive.

Prof Julie Warn AM

Director Western Australian Academy of Performing Arts Edith Cowan University



Making a Difference

The student journey through WAAPA is unique. WAAPA students are passionate, focused, and talented and have often worked and trained for many years before applying for entry. WAAPA students are known, valued and nurtured by staff.

Students expect to gain knowledge and skill advancement in the performing arts; have 'authentic' learning via simulated industry experience, work placements and upskilling and to have access to a network of professional and industry contacts. They expect to be equipped for real life in the performing arts industry which includes discipline, having the freedom to discover and hone their unique talents and using these to reach out through performance and working in the broader industry.

The student journey at WAAPA can be summarised as follows:

The Student Journey



Teaching practices are designed to engage, challenge and transform students throughout their courses from the first to final years with each stage building on the next.

Every year, students, staff and critically acclaimed guest artists collaborate to present hundreds of performances across a range of concerts, plays, dance, music theatre, opera and film. Participating in an intensive production schedule gives students hands on simulated industry experience. The many concerts and productions presented throughout the year are produced in-house, with students on stage, backstage and front of house. The high level performance program is inspired and guided by industry professionals.

Our teaching staff and guest artists are talented and dedicated professionals. They have extensive experience in their fields and place the needs of students above all else.

As a result of this student journey, WAAPA's graduates are in high demand and excel in their chosen fields. The WAAPA learning experience is one of the best in Australia with graduates consistently reflecting this in national surveys.

WAAPA is now poised to share and showcase its strengths as a unique and dynamic performing arts academy to the global community.

Strategic Goals and how we work

WAAPA has identified four strategic goals over the next five years. These are:

1. Increase internationalisation
2. Enhance our presence and outreach
3. Advance research excellence
4. Ensure organisational sustainability

WAAPA is fostering a culture of increased delegation, responsibility and accountability. With a new staffing structure in 2016, the WAAPA executive team, made up of the Director and five Associate Deans share responsibility for all the Strategies.

The WAAPA staff embrace and are motivated by:

- disciplinary excellence and innovative;
- nurturing individual talent and artistic freedom;
- creative partnerships and collaborations; and
- advancement of creative endeavour on a global stage.

1. Increase internationalisation

WAAPA produces world-ready graduates who go on to have varied and successful careers all over the world. This strategic goal signals WAAPA aspiring to be an even more significant player on the world stage, attracting international students to its courses on its home campus and extending the reach of its offerings off shore.

1.1 Grow international enrolments

- i. Work with ECU International Office to identify and develop key markets for student recruitment with an initial focus on music, arts management and performing arts
- ii. Commence a program of recruitment to encourage and ensure international students are able to successfully audition and enrol in WAAPA courses
- iii. Open Vocational Educational and Training (VET) courses to international students
- iv. Identify international articulation pathways

1.2 Strong partnerships and international relations

- i. Strengthen and extend existing MOUs with international partner institutions
- ii. Identify and build relationships with appropriate high schools, especially in Hong Kong and southern China, from which to recruit highly talented students
- iii. Formally identify and strategically use international contacts to further promote WAAPA internationally to future students, staff and employees

1.3 Develop transnational education opportunities

- i. Work with ECU's International Office to identify, develop, evaluate and secure transnational opportunities including Dubai.

1.4 Internationalise the student experience

- i. Increase mobility opportunities for all WAAPA students
- ii. Systematically capture and record all international experiences provided to students
- iii. Continue to recruit and engage staff with high level international industry and/or research experience

Targets:

- International students enrolments as a proportion of total student enrolments to reach 25% by 2021
- Increase international students(EFTSL) onshore by 94 % on average in each year of this plan
- 20% of students experience an international mobility opportunity each year by 2021
- WAAPA presence established internationally by 2021

2. Enhance our Presence and Outreach

This strategic goal aims to build on our strengths, including our reputation for excellence in learning and teaching, in order to increase our impact, reach and recognition. This will be achieved through better documenting and showcasing our success, stronger alumni relations, community outreach programs and strategic partnerships.

It is the presence and industry-ready skills of our graduates on stage and behind the scenes that impresses employers and thrills audiences. It is our students and graduates who help build WAAPA's reputation. Now is the time to shine the spot light on WAAPA, to better use digital platforms to highlight our successes and connect and attract our region's most talented students.

WAAPA is and will continue to be outward-facing and will over the longer term, focus on extending and transforming our world class facilities at the Mt Lawley campus. This will be done through reaching out to relevant education and commercial partners to share our skills, expertise and talents. This is a unique point of transition from being known by an important few to 'understood' by many. We are sharing the WAAPA story with the world.

2.1 Data capture and integrated communications

- i. Implement an integrated WAAPA communications strategy and web site redesign that will:
 - Capture data, track and record all current student involvement in national and international awards, scholarships, prizes and competitions to improve WAAPA's place in international league tables;
 - Show case to the wider world WAAPA new key messages and strengths including teaching, programmes, performances, research, staff and alumni;
 - Function as a dynamic recruitment tool to strategically market and digitally showcase the disciplinary leaders, courses and alumni to potential students both internationally and nationally;
 - Establish WAAPA as the preeminent "go-to" place in Australia for accessing talented performing arts students for work, contracts and events via student profiles on the web.
 - Develop and underpin the messaging for future capital fund raising, philanthropic and commercial campaigns.

2.2 Stronger alumni relations

- i. Work with the ECU Office of Development and Alumni to create a comprehensive and exclusive WAAPA alumni strategy that:
 - Captures and showcases alumni achievements to build reputation and recognition;
 - Capitalises on WAAPA Alumni to enhance recruitment strategies; and
 - Includes an alumni 'giving' strategy, through philanthropic donations, mentoring, masterclasses and offering internships, placements and industry related opportunities.

2.3 Proactively recruit the most talented students

WAAPA will proactively recruit the most talented students locally, regionally, nationally and internationally to all WAAPA courses with a short term focus on music, arts management and performing arts through:

- i. Partnering with local, national and international specialist high schools programs to identify, build early relationships with, and recruit very talented students.
- ii. Increasing the number of merit-based scholarships across WAAPA.

2.4 Community outreach programs and strategic partnerships

- i. Develop and deliver broad community extension activities with an immediate focus on school holiday programs and extension programs for talented students in upper high school.
- ii. Engage significant partners and create new strategic partnerships – individual, community, corporate, government – to:
 - enhance student learning, experience and success and raise WAAPA's profile;
 - deliver an integrated WAAPA communications strategy and web site redesign;
 - support the restoration and housing of the Symonds Piano Collection in an appropriate new space on the Mount Lawley Campus; and
 - support the vision of enhancing the Mount Lawley campus as a dynamic, cultural hub housing new premises for an expanded WAAPA.

Targets:

- A system to track and record student success data in national and international awards, scholarships, prizes and competitions is established by 2017
- Communications strategy finalised by mid-2017 (In conjunction with relevant ECU areas)
- Web site redesign completed by end of 2017 (In conjunction with relevant ECU areas)
- 5 new partnerships and alliances established by 2021

3. Advance Research Excellence

WAAPA currently has a cohort of around 50 postgraduate students in Masters and PhD programs across all the performing arts. This strategic goal focuses on ensuring research excellence, increasing industry income and engagement, and developing our postgraduate programs. Over time, this plan will springboard WAAPA into a world leader in performing arts research.

3.1 Consolidate research quality and performance

- i. Organise and grow research strengths in music composition, performance and musicology in the short term
- ii. Increase strategic adjuncts and adjunct programs to capture research outputs
- iii. Scope and develop infrastructure to support WAAPA research strengths

3.2 Increase external grant income

- i. Create strategic partnerships for investment in and of impact for WAAPA research
- ii. Source and undertake tenders and research consultancies

3.3 Grow and retain a staff profile that is engaged with research culture

- i. Grow the number of PhD and MA qualified staff
- ii. Grow and support collaborative research initiatives
- iii. Develop international research partnerships
- iv. Attract high-achieving researchers through Post-Doctoral and fellow appointments

3.4 Grow post graduate course offerings that align with research strengths

- i. Revise current PhD, Masters and honours courses
- ii. Create partnerships with HDR students and industry
- iii. Develop infrastructure to attract and support high quality HDR candidates
- iv. Grow internationalisation in HDR programs

Targets:

- Excellence in Research for Australia rating in FoR 1904 (Performing Arts and Creative Writing) at, or above, world standard by 2018 and in each year of the Strategic Plan
- Publications (per 10 FTE) increase by 5% each year
- Research income per 10 FTE (\$'000) increase by 5% each year
- Increase the ratio of staff with higher degree education qualifications to 40% by 2021 (currently 22%)
- Research Higher degree Completions (per 10 FTE) increase by 5% each year

4. Ensure organisational sustainability

This strategic goal is about continuing to provide enriching and transformative learning experiences for students in order for them to become industry ready graduates. Excellence in teaching and learning is at the heart of WAAPA and this will always be focused on and maintained to ensure sustainability. In addition, we need to ensure WAAPA is of sufficient scale, has an increased and diversified funding base and is characterised by a high performance culture.

4.1 Enhance learning and teaching

Excellence in teaching and learning and ensuring an outstanding overall student experience for all students is the foundation upon which WAAPA is built and will continue to thrive. While increasing our international focus and growing as an academy WAAPA will;

- i. Continue to provide transformative learning experiences, including new technology –enhanced learning experiences, that motivate and inspire and are inclusive and focused on the individual needs of our students
- ii. Increase the emphasis on graduate readiness and resilience for contemporary careers in the performing arts and further study
- iii. Provide, and record data about, the high level of connections facilitated between students and prospective employers
- iv. Maintain the high quality of teaching and teaching staff through appropriate professional development and an even greater emphasis on cross-disciplinary collaboration

4.2 Increase total student and taught load

WAAPA will seek to grow student numbers to ensure the student population is diverse and sustainable. This will be achieved through:

- i. Growing onshore international enrolments and exploring models of Transnational Education;
- ii. Expanding course enrolments where physical capacity to teach is not limited; and
- iii. Developing and delivering elective options for other courses in the university or for external study.

4.3 Increase and diversify the funding base to sustain activities and future growth

- i. Establish commercial projects with a short and medium term focus on enhanced corporate training programs and open short courses
- ii. Increase revenue-generation from other sources, including philanthropy and partnerships with the corporate sector

4.4 Encourage a high-performance culture

- i. Ensure accountable and transparent leadership and reporting lines and a framework for developing, documenting and implementing decisions in line with the new strategic plan.
- ii. Promulgate a culture of increased delegation, responsibility and accountability through all levels of WAAPA.
- iii. Modify the mechanisms for performance management for Academic and Professional staff to better identify and encourage high performance.

Targets:

- Remain in the national top 10 for overall experience (based on the Student Experience Survey) in each year of the Strategic Plan
- Grow total student enrolments (EFTSL) by 25% by 2021
- Achieve commercial revenue of \$2 million in total by 2021
- Achieve corporate sponsorship and philanthropy of \$7 million in total by 2021

Summary of Targets

The targets set to measure achievement against the Strategic Goals are summarised below. New baselines will be established as each year of the plan is completed and changes to the target for 2021 will be considered, and where necessary, approved by the WAAPA Board. Annual targets will also be set each year as the plan is operationalised.

	2016¹ baseline	2021 target
1. Advancing Internationalisation		
International student load as a proportion of total student load (%)	1	25
International students (EFTSL) onshore [increase by 94 % each year on average]	12	326
Ratio of students who experience an international mobility opportunity each year (%)	5	20
WAAPA presence established internationally	-	1
2. Enhance our Presence and Outreach		
A system to track and record student success data	-	established 2017
New integrated communications strategy	-	mid 2017
Website redesign completed	-	end 2017
New partnerships and alliances established	0	5
3. Advance Research Excellence		
Excellence in Research for Australia rating in FoR 1904 (Performing Arts and Creative Writing) ²	2	3 in 2018
Publications (per 10 FTE)	3.6	4.5
Research income per 10 FTE (\$'000)[increase by 5% each year]	56	70
Ratio of staff with higher degree education qualifications (%)	22	40
Research Higher degree Completions (per 10 FTE)	3.1	3.9
4. Ensuring Organisational Sustainability		
Student satisfaction with overall experience in top 10 nationally each year for the Study Area of Music and Performing Arts ³	5	Top 10
Total student load (EFTSL) (25% increase by 2021)	1043	1303
Commercial Income (\$M)	0.8	2.8
Corporate Sponsorship and Philanthropic Income (\$M)	.45	2
Operating Result (\$M)	-1.1	0

¹ May be 2014 or 2015 data, where this is the latest available

² Not all research activity reported against this FoR is attributable to WAAPA

³ Derived from the Student Experience Survey