



Batchelor  
Institute

# STRATEGIC PLAN 2025-2027

**NOTICE**

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

**ACKNOWLEDGEMENT OF COUNTRY**

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

**BACHELOR INSTITUTE STRATEGIC PLAN 2025 - 2027**

Batchelor Institute of Indigenous Tertiary Education

c/- Post Office BATCHELOR NT 0845

Ph: 1800 677 095

Email: [enquiries@batchelor.edu.au](mailto:enquiries@batchelor.edu.au)

Web: [www.batchelor.edu.au](http://www.batchelor.edu.au)

© Batchelor Institute of Indigenous Tertiary Education 2024

All rights reserved. Except as permitted under the Copyright Act 1968 (Cth), no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the publisher.

RTO provider number: 0383

ABN: 32 039 179 166



## Chair's Foreword

**Dr Pat Anderson AO**

In 2024, Batchelor Institute celebrated our 50th year. And as we celebrated this important milestone, we reflected on the past, where we are at now, and what our future could be.

From humble beginnings, Batchelor Institute has profoundly impacted at least three generations of Aboriginal and Torres Strait Islander peoples. Both within and beyond the Northern Territory.

Younger generations often proudly share that their parents, Aunty or Uncle once attended Batchelor. Soon followed by revealing how much Batchelor meant to them and how it changed their lives forever.

These positive effects ripple across people and places. Indeed, Batchelor Institute's impact has spread right across the nation. Looking toward the future, Batchelor Institute's impacts will continue and grow.

As Chair of Council along with fellow Council members and our excellent Executive team, we have a clear ambition for the future. We will make good on our vision of liberation through education our way. That is to say, the Batchelor Way.

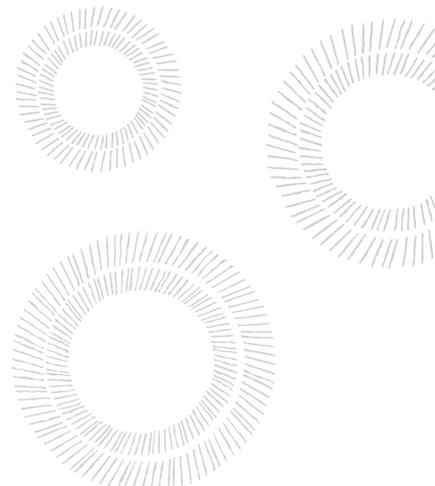
Batchelor Institute, as an Aboriginal and Torres Strait Islander organisation puts our peoples and knowledges at the very centre of all we are and do. We deliver something unique that no other educational organisation in the nation does. And we do this because we are determined to contribute to changing the lives and futures of our children, our families and our communities.

We will build on our past work, with respect for our valued and enduring connections to communities, and activate the talent, commitment and determination of Batchelor Institute's leaders, staff and partners.

We now embark on a new era of ambition and impact. We are on our way to establishing the Batchelor Institute as a National Language Centre. And we invite each of you to walk and work with us to realise our goal of becoming the first Aboriginal and Torres Strait Islander university in the nation.

For Batchelor Institute to amplify our work as a *ceremony ground for students and their families; a coolamon for our knowledges*.

Our new Strategic Plan will help us, and you, to make this happen.





**OUR  
VISION** | Liberation through education  
our way

## CEO's Message

**Joe Martin-Jard**

As we celebrate Batchelor Institute's 50th year, we reflect on our journey from a humble college to Australia's only Aboriginal and Torres Strait Islander dual sector tertiary education provider. Our new strategic plan embodies our commitment to the philosophy of Both Ways, privileging Indigenous knowledge systems. We remain dedicated to delivering educational excellence and opportunities for remote communities, with a clear vision to become Australia's first Aboriginal and Torres Strait Islander university. Together, we will continue to transform lives through education, honouring the trust placed in us by our students, their families, and communities



## About Us

Our new strategic plan signals the beginning of a new and exciting phase for Batchelor Institute.

This year marks our 50th year. From humble beginnings as a college serving bush communities, to Australia's only Aboriginal and Torres Strait Islander dual sector tertiary education provider.

We give precedence to the philosophy of Both Ways: positioning Aboriginal and Torres Strait Islander peoples as knowledge holders in educational transactions with Western knowledge systems.

In doing so we privilege Aboriginal and Torres Strait Islander ways of learning and teaching to underpin our engagement with governments, mainstream education systems, industry, services and wider society.

We remain steadfast in our focus to deliver educational excellence and opportunity for remote communities, while clear in our vision to become Australia's first Aboriginal and Torres Strait Islander university.

Our strength comes from the trust placed in us by alumni, their families and communities, over the past 50 years.

A trust that is earned, built on a foundation of knowing our students and their communities. And always placing students at the centre of our work - respecting their learning priorities, perspectives and pace.

Our value is realised when students choose Batchelor Institute as their preferred destination for learning. A place where they have the freedom to learn, grow and change.

We are a culturally safe space, where students experience the transformative power of education, over the course of their lives.

“When we look for answers, we don't go up through the education hierarchy, we climb down to earth. The foundations of our knowledge and wisdom is found in Country.”

**Theresa Alice, Eastern Arrente.**

## Our Vision

Liberation through education our way

## Our Purpose

We provide transformative education centred on Aboriginal and Torres Strait Islander people's knowledges, imagination and voice and where teaching, learning and research is built upon and accountable to Country and community.

## Our Values

**World class education** - we show the way and lead the way through excellence to deliver equity and justice.

**Students and communities first** - we are responsive to aspirations of students and communities and walk together on the journey with learners.

**Culture is strength** - we recognise and respect old ways as the foundation to uphold our cultural values, obligations and responsibilities.

**Both ways approach** -we position Aboriginal and Torres Strait Islander people as knowledge holders and privilege our ways of teaching and learning. Our strength is understanding and appreciating local context and value and demonstrating reciprocity.

**Innovation and opportunity** - we centre our ways in collaborations and partnerships that deliver positive impact for Aboriginal and Torres Strait Islander people.

# STRATEGIC DIRECTIONS



The Batchelor Institute logo arose out of an Institute-wide competition held in 1986. The winning design was the work of Isobel Windy, a Pitjantjatjara Teacher Education student, from Areyonga, Central Australia.

It combines elements symbolising the coming together of Aboriginal people. The logo, represents four people telling stories to each other around a camp fire and, in doing so, sharing their knowledges.

The following strategic directions will guide all work undertaken by the Batchelor Institute Council, Executive, staff and partners throughout the life of this strategic plan.

## Demonstrate recognition and respect for local land, sea, sky, stars based knowledges

Our work is underpinned by recognising and deep respect for the old ways – Country, Lore, Culture, and privileging Aboriginal and Torres Strait Islander ways of knowing, being and doing.

Amongst wider research and sharing of knowledges, teaching and learning, guidance is sourced locally, giving primacy to people and place – for example north, east, south, west winds; or land, sea, sky, stars.

The timeless cycle of seasons reflects opportunities open to students to engage with Batchelor Institute, from all directions, throughout their educational life cycle.

### Measurement:

- › The Batchelor Way – IP framework and implementation guidance developed
- › Cultural Framework developed and implemented
- › Provider and partner of choice for First Nations students, communities and partners
- › Staff, students and partners demonstrate respect for and value local based knowledges
- › Employer of choice for Aboriginal and Torres Strait Islander staff
- › Employer of choice for academics across a variety of disciplines

## Provide outstanding training, education and research

We are a unique and independent institution renowned for excellence in teaching and learning, culturally safe student experiences, graduate employment outcomes and positive contributions to Aboriginal and Torres Strait Islander communities.

We aim to be recognised globally for driving change through education and research for the benefit of Aboriginal and Torres Strait Islander people across Australia and sharing our work for the benefit of Indigenous families internationally.

### Measurement:

- › Institute of choice for Aboriginal and Torres Strait Islander students and partners
- › Recognised by accrediting bodies – ASQA and TEQSA – for quality and innovation
- › VET course offerings expanded to meet industry demand
- › Completion rates increased along the training and education continuum
- › Numbers of Indigenous students beyond the Northern Territory increased
- › Numbers of higher degree candidates increased
- › Increase and strengthen collaborations or partnerships including with international First Nations/Indigenous organisations

## Respond to students, families, communities and partners aspirations and needs

We listen and work closely with students, their families and communities, as well as education, research, policy and industry partners and take into consideration Territory and National skills and workforce priorities.

We provide training, education, and research for students, their families and communities to be empowered to achieve their aspirations and priorities.

### Measurement:

- › Develop a Batchelor Institute Teaching and Learning Plan
- › Strengthened reputation as reported by students, families, communities and partners
- › Report on student experience and satisfaction
- › No wrong-door policy implemented and reported on
- › Report on research impact, including evidence of use and application of research



## Strengthen organisational culture, capacity and capability to deliver on priorities

We recognise that our people as our greatest asset. To deliver on our ambition and priorities requires strong culture and capability.

We celebrate leadership and excellence at every level, and invest in our people, organisational culture and business infrastructure to achieve our goals.

### Measurement:

- › Maintain strong performance, productivity, risk and compliance results
- › Increase the proportion of Aboriginal and Torres Strait Islander employees across all areas, including Executive and leadership roles
- › Strengthen enabling services including via the Enterprise Agreement, workforce planning and development, ITC infrastructure
- › Business development capability strengthened and plan developed and implemented
- › Strategic Communications Plan developed and implemented
- › Establish stronger connections and engagement with Batchelor Institute alumni

## Build a strong and sustainable financing system

Strengthen financial stability to support long-term growth to enable Batchelor Institute to continue empowering First Nations communities through education.

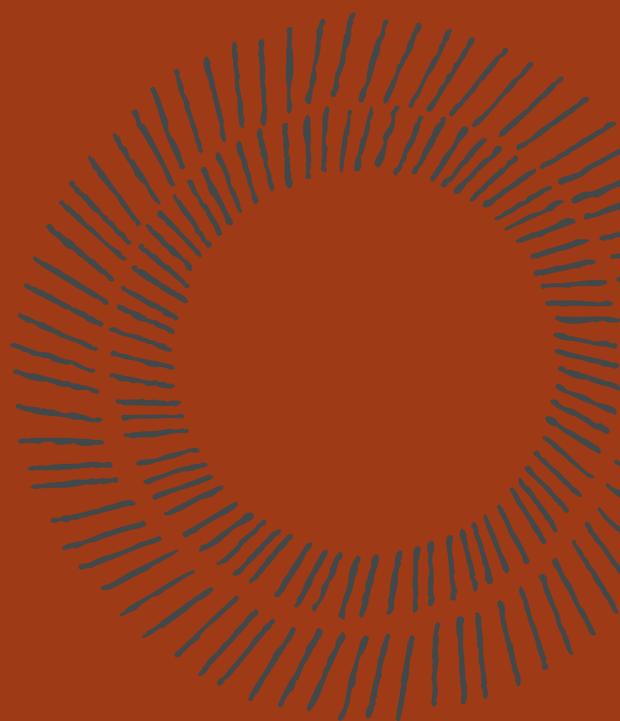
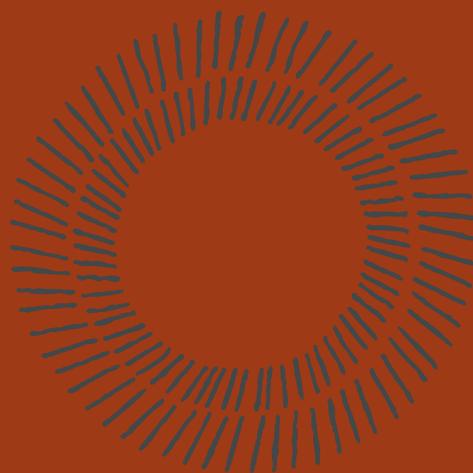
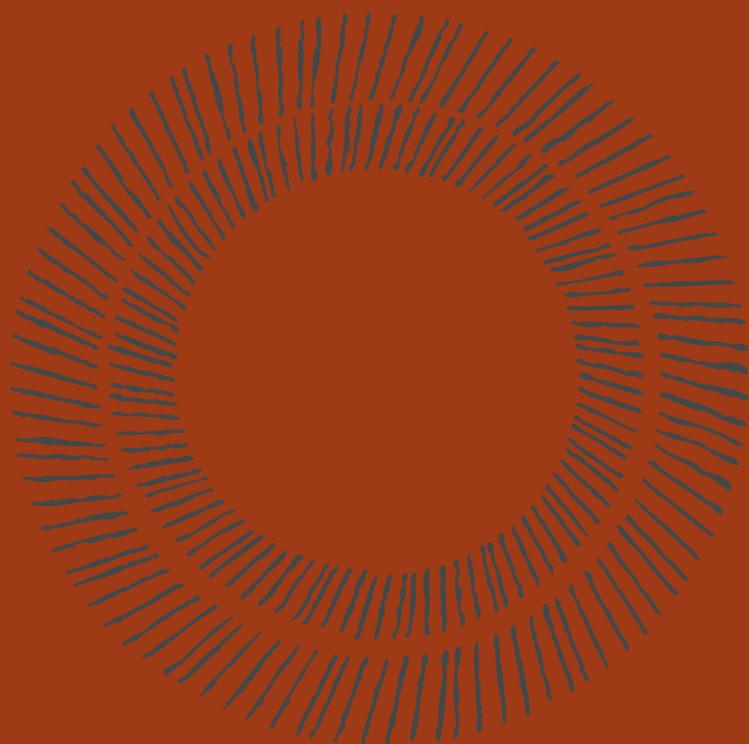
### Measurement:

- › Diversify funding sources through securing grants, donations, and partnerships
- › Align strategic investments through prioritising financial investments that support key initiatives, such as scholarships, infrastructure, and Institute development.
- › Ensure strategic budget alignment so that allocations are directed to support Batchelor Institute's strategic objectives, creating a focused financial roadmap.
- › Enhance financial transparency through the maintenance of robust monitoring and reporting systems to ensure alignment with strategic objectives and regulatory requirements.

*“With 60,000 years of genius and imagination in our hearts and minds, we can be one of the groups of people that transform the future of life on earth, for the good of us all.”*

**The Imagination Declaration (2019) Garma Youth Forum**





Freecall 1800 677 095  
Email [enquiries@batchelor.edu.au](mailto:enquiries@batchelor.edu.au)  
RTO provider number: 0383

[batchelor.edu.au](http://batchelor.edu.au)



**Batchelor**  
Institute