# AGENDA ITEM #2: Overview of Strategic Items for Discussion

This document serves as an orientation and Executive Summary for the Board Strategic Discussion Papers for this morning and includes a table to focus discussion and board decision making. It is recommended that Board Members use this document for their notes and questions as they read through the four Board Papers in preparation for the board meeting. This table will then be used to focus the discussion as we move through this morning’s agenda items.

**CEO’S PROCESS FOR PREPARING THESE FOUR DISCUSSION PAPERS**

* The five CEO KPIs in Item 22a of these Board Papers were confirmed to the CEO as a result of the CEO Performance Review and serve as a reference point for the development of the strategic papers to be discussed. As a reminder these five KPIs are:

**1. Finance:**

a) The CEO will deliver the operational plan of NEAS in accordance with, or better than, the Board approved NEAS Budget and

b) The staff salary to total income ratio will be maintained at 50% or less.

**2. Strategy:** Business cases for the revive activity of the Strategic Plan will be costed and presented to the Board for consideration by the end of 2021. (NEAS Professional, NEAS International and Increased MoU government and industry activity)

**3. Communications:** An integrated, multi-channel communication strategy for NEAS internal (including members) and external stakeholders will be developed and costed into the 22/23 budget for sign off by the Board by no later than end of Q1 2022.

**4. Advocacy:** An advocacy plan for NEAS will be developed (including key advocacy asks, and a summary of tactics to achieve the asks) and costed into the 22/23 budget for sign off by the Board by no later than end of Q1 2022

**5. Leadership and Management:** The Board papers will be presented in a manner that provides the Board with sufficient information to make an informed decision including for example, a discussion of risks, clear and accurate discussion of financial impacts, contribution to achieving the NEAS strategic plan and member benefits associated with activity.

* These recommendations have influenced the staging of the CEO KPIs which are presented with SMART milestones for Oct 2021, March 2022 and June 2023 and scheduled for board approval in Item 22a this afternoon. It is expected that some of the morning discussion will impact the afternoon agenda items.
* Four key papers have consequently been developed that are to be discussed as part of the strategic discussion this morning:
	+ 3 - Business Case for NEAS **Professional**
	+ 4 - Business Case for NEAS **International**
	+ 5 - NEAS **Advocacy** Plan 2022
	+ 6 - NEAS **Resources** Review 2022
* These papers have background information that inform the key recommendations to the Board presented in this outline. Please note recommendations from each of the papers that don’t require board approval, are operational in nature or that have already been approved by the board are not listed in this table but presented in each separate paper to provide further context and background..
* A table of the key recommendations requiring board approval from the four documents is presented below as an overview.
* Each Item has been ranking by priority, risk and cost by the CEO.
* A desired outcome from the board discussions this morning is to generate discussion, gauge confidence / appetite / feedback for each recommendation which will then inform inclusion, timing and budget allocation to the four elements of the 2022 strategic activity. This will be consolidated and presented for final approval at the 3 February 2022 Board Meeting (new Board members will be inducted on the 20 January 2022). Please note for urgent items that need budget allocation prior to 3 February, these will either need to be approved at this meeting or by circular if more information is required, and have been noted as such.
* As NEAS ramps up its collection of aged debtors and the sector is pressed from delayed return of international students and recovery, there is a need for balance between protection of the organisation’s investments and perceived public actions from NEAS to support its members and the sector recovery.
* There is a maximum total of $88.5K in unbudgeted costs in FY22 to fully activate all recommendations included in this outline. It is recommended that the Board approve inclusion of these costs into a new forecast for FY22 conditional on (a) retaining a forecasted profit for FY22 and (b) retaining a 50% salary to revenue ratio and (c) not accessing the JBWere Share Portfolio. It is recommended the Board approve the CEO to proceed with activating the recommendations and make due decisions on timing to manage delivery of the new FY22 forecast.
* Priority, Risk and Cost of each Item has been categorised as:

|  |  |
| --- | --- |
| Stop | High Priority / Risk / Cost |
| Stop | Medium Priority / Risk / Cost |
| Stop | Low Priority / Risk / Cost |

**TABLE OF KEY RECOMMENDATIONS REQUIRING BOARD APPROVAL FROM THE FOUR STRATEGIC PAPERS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Paper / Item** | **Recommendation** | **Priority** | **Risk** | **Cost** | **Focus Question** | **For Board Comment / Action / Feedback / Approval** |
| [**Professional**](https://docs.google.com/document/d/1TXwhJ1W77u6BL2A7WWjtZ5aEsvql10bw?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 1 | Recruit and appoint an Education Manager for 10 January 2022 start (Unbudgeted cost of $43K in FY22). | Stop | Stop | Stop | Is this worth the $43K unbudgeted salary cost? Is the timing right to do this now? |  |
| [**Professional**](https://docs.google.com/document/d/1TXwhJ1W77u6BL2A7WWjtZ5aEsvql10bw?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 2 | Amend constitution to include endorsed agents, endorsed service organisations and endorsed ELT professionals as Full Members (upon endorsement) while noting that if more than one full member belongs or is employed by another full member, they receive Associate Member voting rights at the AGM. | Stop | Stop | Stop | Are we ready to consolidate, clarify and open full membership to agents, service organisations and ELT professionals? |  |
| [**Professional**](https://docs.google.com/document/d/1TXwhJ1W77u6BL2A7WWjtZ5aEsvql10bw?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 3 | Stage 1 of HubSpot and Legacy CRM upgrade before end of 2021. (Budgeted in FY22). | Stop | Stop | Stop | Do we invest now in tech or invest in people? |  |
| [**Professional**](https://docs.google.com/document/d/1TXwhJ1W77u6BL2A7WWjtZ5aEsvql10bw?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 4 | Approval of a new fee structure for 1 July 2022. Announcement of new fee structure in May 2022. Implementation of 3% annual fee increase from 1 July 2022. Implementation of badge levy from 1 July 2023. | Stop | Stop | Stop | Can our members accept fee increases in July next year? |  |
| [**International**](https://docs.google.com/document/d/1UbdVMFsgXogPzp2Qt0Z2X4mGCk6__njl?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 1 | NEAS hosts the 2022 QALEN Symposium as a virtual symposium to encourage wider recognition of its position as Global Leader in Quality Assurance in ELT. The NEAS CEO has been nominated as the incoming QALEN Chair from July 2022 and the symposium is tentatively scheduled for June 2022. (Unbudgeted cost of $2K in FY22). | Stop | Stop | Stop | Will this distract us from our core business activity? |  |
| [**International**](https://docs.google.com/document/d/1UbdVMFsgXogPzp2Qt0Z2X4mGCk6__njl?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 2 | NEAS co-hosts a live panel focusing on Quality Assurance in ELT at CamTESOL, Phnom Penh in Feb 2022, showcasing Cambodian, Thai and Vietnamese endorsed centres (NEAS has been invited to this by CamTESOL organisers). (Unbudgeted cost of $4K in FY22). | Stop | Stop | Stop | Is February 2022 the right timing to resume international marketing? Do we focus on virtual international events only in 2022 and limit travel? |  |
| [**International**](https://docs.google.com/document/d/1UbdVMFsgXogPzp2Qt0Z2X4mGCk6__njl?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 3 | If NEAS is unsuccessful with its applications for funding replication of the Vietnam Workshop Series in Thailand in January 2022, then NEAS self-funds this activity. (Unbudgeted cost of $23K in FY22, $15K if conducted virtual). | Stop | Stop | Stop | If we have to self-fund international marketing activities, is it worth it? |  |
| [**Advocacy**](https://docs.google.com/document/d/1Thc9Es4UE8JBKqOJjoksZl_Cwq0INErh?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 1 | Establishment of a Centre of Excellence for Quality Assurance in English Language Teaching at either ACU, CQU, Macquarie, UOW, Sydney or WSU and seek ARC Linkage Grants. This includes sourcing a dedicated rent-free office space for NEAS. (Unbudgeted cost of $10K in FY22). | Stop | Stop | Stop | Do we build research partnerships in conjunction with office space? |  |
| [**Advocacy**](https://docs.google.com/document/d/1Thc9Es4UE8JBKqOJjoksZl_Cwq0INErh?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 2 | Strengthen Parliamentary Ties with Parliamentary Friends of International Education by conducting an Industry Roundtable in Aug 2022.  | Stop | Stop | Stop | Is this an already crowded space and do we risk a poorly attended event? |  |
| [**Advocacy**](https://docs.google.com/document/d/1Thc9Es4UE8JBKqOJjoksZl_Cwq0INErh?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 3 | Reallocation of unused operational funds to attend / present at proposed F2F events in FY22. | Stop | Stop | Stop | Are F2F events an important part of our marketing mix? |  |
| [**Advocacy**](https://docs.google.com/document/d/1Thc9Es4UE8JBKqOJjoksZl_Cwq0INErh?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 4 | Seek MOU with AIRC https://www.airc-education.org/ to recognise agent endorsement in conjunction with ISEAA as new agent pathway to endorsement. | Stop | Stop | Stop | Do we want to align with AIRC for building our agent endorsement? |  |
| [**Resources**](https://docs.google.com/document/d/1TuzG8KRfop2xKOxkwf3pcc6Y7onxlF4P?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 1 | Appoint a part-time administrative assistant from 10 January 2022. (Unbudgeted cost of $6.5K in FY22). | Stop | Stop | Stop | Do we invest in tech or invest in people? |  |
| [**Resources**](https://docs.google.com/document/d/1TuzG8KRfop2xKOxkwf3pcc6Y7onxlF4P?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 2 | Appoint a Participating Consultant to the NEAS Board with a skill set related to one or all of the proposed new member categories (education agents, service organisations or ELT professionals) from February 2022 with the intention to appoint as Independent Director after 6-12 months. | Stop | Stop | Stop | Can we achieve this outcome by just appointing an additional independent board member? |  |
| [**Resources**](https://docs.google.com/document/d/1TuzG8KRfop2xKOxkwf3pcc6Y7onxlF4P?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 3 | Include an additional member from the Board on the FAIC and the FAIC to be held alongside Board Meetings, so other Board members can attend. | Stop | Stop | Stop | How do we better engage all board members in financial oversight? |  |
| [**Resources**](https://docs.google.com/document/d/1TuzG8KRfop2xKOxkwf3pcc6Y7onxlF4P?rtpof=true&authuser=p.pheasant%40neas.org.au&usp=drive_fs)Item 4 | Formalise the role of Deputy Chair and secure formal appointment of a Board member in this role. | Stop | Stop | Stop | Are there any other suggested improvements to be made to the Board? |  |