

Association of
Independent
Colleges
**Strategic Plan
2026-2030**

Visioning for a Sustainable Future



Associated
Independent
Colleges

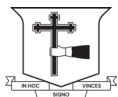


This Strategic Plan articulates the **Strategic Directions, Strategic Priorities** and **Enabling Actions from 2026-2030** to ensure the Association continues to offer dynamic and contemporary programs and a positive culture for its members and students. This plan seeks to vision for a sustainable future as we strategise into a new decade.

The Associated Independent Colleges

The Associated Independent Colleges (AIC) was founded in 1999 and is recognised as one of the premier schools' sports programs in Queensland. It supports and serves student participation at varying levels across a range of sports from beginner through to an elite level.

Member Schools



Iona College

Iona College is an independent Catholic school for boys Years 5-12, administered by the Oblates of Mary Immaculate.



Marist College Ashgrove

Marist College Ashgrove is a Catholic boys' day and boarding school in Brisbane, inspired by the values of St Marcellin Champagnat and dedicated to fostering faith, learning, and service in the Marist tradition.



Padua College

Padua College is a Catholic school community living the Gospel and Franciscan values of joy, courtesy, humility, simplicity, and peace.



St Edmund's College

St Edmund's College educates young men spiritually, academically, socially, physically and creatively in a compassionate Catholic context.



St Laurence's College

St Laurence's College is a vibrant Catholic school for boys in Years 5 to 12, offering a values-driven education that nurtures academic excellence, personal growth and a strong sense of community.



St Patrick's College

St Patrick's College Shorncliffe is a liberating Catholic school in the Edmund Rice tradition, dedicated to inspiring young Men of Action from Years 5 to 12.



St Peters Lutheran College

St Peters Lutheran College's Mission is excellence in Christian co-education, shaping young people of character, compassion, and courage who seek to serve and make a positive impact in the world.



Villanova College

Villanova College is an independent Catholic school in the Augustinian tradition educating boys from Year 5 to Year 12.



Our Vision

To develop good and healthy young people of character, through sport and competition within a Christian context.



Our Mission

The AIC will provide well-organised competitions in sport and other activities that foster participation, engagement and community pride, in a holistic Christian context. Our students, staff and families, both past and present, will nurture spiritual, moral, emotional, intellectual, physical, and social development through respectful and compassionate relationships in a safe environment.



Our Guiding Aspirations

1. **Respect for Self and Others**

We value sportsmanship evidenced by the demonstration of humility, dignity, fairness, generosity, gratitude, connection and collegiality.

2. **Social Justice**

We value individual people as evidenced by the demonstration of equity, service, solidarity and fairness.

3. **Inclusivity**

We value participation and mateship to foster a strong sense of community as demonstrated through engagement within and beyond the Colleges, recognising varying rates of growth and development.

4. **Spirituality**

We value the spiritual development of people as evidenced by behaviours of morality, ethics, compassion and peace.

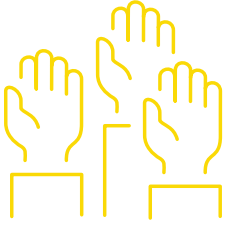
5. **Safety**

We value physical, emotional and social safety as evidenced by the development of a positive self-concept through sport and other AIC activities.

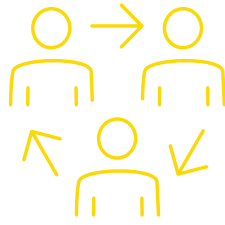
6. **Passion**

We value a passion for all to achieve their potential through sport, as evidenced through enjoyment, involvement and the challenge of competition.

Our Strategic Directions



Participation



Connection and Collegiality



Next Practice Operations and Governance

Participation

The AIC encourages student engagement and participation. Students are offered a variety of well-organised competitions, activities and participation opportunities that prioritise enjoyment, engagement, healthy competition and safety, as well as physical, social and emotional development.

To achieve this, priority is given to:

Providing well organised competitions by:

- Balancing enjoyment and participation with strong healthy competition and recognition of achievement
- Reviewing by-laws, policy and procedures to align with overarching sporting bodies and compliance requirements
- Researching and planning competition structures and models that foster sustainable participation and excellence
- Continuing to lead the way with safe and adaptive practices in relation to the care and wellbeing of all participants, including coaches and officials.

Fostering and encouraging participant engagement by:

- Providing AIC competitions and activities that are contemporary and meet the needs of our young people and communities
- Enhancing opportunities for positive and inclusive participation in competitions and activities
- Ensuring sustainable participation under the current and future models of competition and participation.





Connection and Collegiality

The AIC encourages each College, their students, staff and the wider communities to participate with connection and collegiality. This is achieved by encouraging and affirming consistent community spirit and pride, demonstrated through right relationships which are built on mutual respect, healthy competition and participation.

To achieve this, priority is given to:

Engendering a sense of Christian community within the AIC by:

- Proactively promoting, reinforcing and monitoring the AIC Code of Conduct
- Developing a clear and common set of expectations for the conduct of all games
- Building sustainable partnerships with peak bodies to enhance outcomes for students, officials and communities
- Developing a Charter that clearly articulates the principles and operations of the AIC.

Fostering respectful and compassionate relationships by:

- Establishing structures for the exchange of next practice approaches, between schools
- Working towards a consistent approach that recognises and celebrates our diversity including showcasing shared values through themed rounds
- Planning and implementing programs to grow the pool of coaches and officials
- Intentionally building an AIC Brisbane Olympic Future Strategy that articulates how we optimise this event for our AIC community.





Next Practice Operations and Governance

The AIC is committed to pursuing good governance practice and excellence in operations, that enables the active realisation of the Mission, Vision and Guiding Aspirations.

To achieve this, priority is given to:

Committing to next practice governance by:

- Working towards further clarity on the identity of AIC, its purpose, and structure to determine our sustainability and relevance including further exploring models of membership
- Reviewing and where necessary reshaping the AIC vision and mission as part of a strategic identity renewal project to continue the development of AIC as a sustainable future focused organisation
- Undertaking a review of the AIC Constitution to contemporise regulations and practice
- Discerning the implications and outcomes of structural and model reviews to ensure viability and sustainability
- Actively planning for the implications of the forthcoming Olympics including venues, resources, opportunities and collaborations.

Committing to next practice operations by:

- Reviewing the resourcing of the Executive Office to ensure viability and sustainability
- Establishing long term budgets and financial forecasts to ensure short, medium and long term agility and sustainability
- Reviewing fees and sponsorship for establishment of future income sources and opportunities
- Establishing a media and marketing plan and model of resourcing, that promotes and celebrates the AIC including ensuring resources are made available to implement the plan and marketing is timely, contemporary, agile, dynamic, and impactful
- Optimising technologies including sports software and products to activate efficiencies, communications, collaborations as well as media and marketing promotions
- Establishing resourcing, protocols, and procedures to manage physical resources, records retention and disposal in a compliant and efficient way.

Statement of Accountability and Reporting

The Associated Independent Colleges Management Committee commits to the authentic and determined stewardship of this 2026-2030 Strategic Plan which will be delivered through the lens of innovation and sustainability.

While actioning this plan, AIC seeks to:

- Drive initiatives by establishing project groups, project plans, working groups and committees
- Report to schools formally and informally on strategic achievements and project progress

- Ensure feedback processes are implemented and analysed to inform strategic progress
- Provide detailed annual reporting including progress on strategic achievements.

The AIC commits to visioning for a sustainable future, where AIC achievements are celebrated and the community benefits of our unique organisation is realised and acknowledged.







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