

Strategic planning for the AAA for the short, medium and long term to ensure the sustainability and continuity of the Association in the future

Executive summary

The Board of Directors met on 6-7 November 2025 at The Protea Hotel Oliver Tambo, Gauteng, for a strategic planning meeting. The purpose was to formulate strategic goals and subsequent actions to ensure the sustainability and continuity of the Association in the short, medium and longer term covering the next five years.

The areas that were identified to address beforehand originated from various previous Board meetings and contributions from both Board members and AAA members over the last couple of years post Covid-19. These areas can be summarized on a high level as follows:

1. **Growth** of the Association in both attendance at **the annual conference** and the quality of the **value add** at the annual conference whereas the annual conference is the main driver for **sustainability and continuity**.
2. **Marketing and promotion** of the AAA to enhance visibility in the higher education sector.
3. **Financial sustainability** of the Association by detailed financial planning for the next three years with the main points of consideration being:
 - Income from registration fees as the main source but keeping the fee as affordable as possible keeping in mind that the AAA is a non-profit company.
 - Growing the exhibitors' participation from suppliers in respect of functions within academic administration.
4. **Succession planning** for serving members on the AAA Board and for the operations of the association as performed by the contracted general manager which must be supported by a **reliable infrastructure**, and to ensure that the AAA **complies with all regulatory requirements** according to **good corporate governance**.

These abovementioned areas were discussed in detail and defined into action plans with clear timelines and responsibilities assigned.

It was also deemed prudent that the Board identified **risks** which may affect the AAA's growth, sustainability and compliance to legislation, and then formulate **plans on how to mitigate these risks**.