

## 2 KEY RECOMMENDATIONS

The following key recommendations are based on the assumption that the MAV seeks to:

- position itself as the premier state association for the support, promotion and shaping of mathematics teaching and application in Australia;
- more effectively represent members, advance their interests and influence education policy;
- build on its current strengths;
- through broad staff and external consultation, identify potential new markets and support services to enhance existing programs;
- identify new sources of revenue to enable continued growth and long term sustainability;
- implement a regular system of review and evaluation to measure performance against the Strategic Plan; and
- be seen as a modern, flexible, transparent association.

The website of the MAV states:

*The Mathematical Association of Victoria is a non-profit subject association founded in 1906: it has nearly 2,000 members from all levels of mathematics teaching. It is a professional association which supports, promotes and shapes mathematics education in Victoria by providing quality services and products for teachers, students and the wider community. The Association is dedicated to the enhancement of mathematics teaching and learning at all levels and sectors of education in Victoria. An elected Council supported by permanent administrative and professional staff manages the MAV.*

Professional associations worldwide have had to review and redefine their purpose as their professions change.

Changes have occurred in every influential aspect of the environment in which professions operate, from the organisation of industry and labour to issues of global markets and free trade agreements. Education has been equally affected by fundamental shifts in the philosophy and delivery of teaching.

Professional associations are equally affected by the declining birth rate in the Western world. The numbers of potential members of associations will drop in coming years affecting income streams which have traditionally drawn in large part on activities like conferences and professional development, and to a lesser degree on membership fees.

The MAV is perhaps most affected by the shift to the notion and practice of lifelong learning rather than more rigid education streams and structures.

Learning is undertaken in increasingly diverse contexts, using flexible delivery and in an increasingly market-influenced environment. Other professional associations have responded to these pressures by taking the widest possible view of



Outcome: A universal understanding of the purpose of the MAV that will lead to wider support and recruitment among stakeholders.

**Key Recommendation 4:** **That the MAV demonstrates internally and externally that it is representative and is supporting and promoting the interests of its members and potential members.**

Action: Create an implementation plan for activities in order to monitor progress against benchmarks every month.

Outcome: Regular, transparent reporting of MAV activities and achievements on behalf of its members.

Other recommendations listed in the body of this report flow from these four key recommendations. In the opinion of Board*Plus*, second level recommendations will only be effective if the four key recommendations are implemented.

## 7 RECOMMENDATIONS

The following recommendations flow from four key recommendations (pages 5 & 6). Each addresses the Association's activities.

These recommendations attempt to be as practical as possible. They take account of the organisation's resources and capability.

### 7.1 Governance

**Recommendation:** **That the Council drives the implementation of the Strategic Plan and future policy development for the Association.**

**Action:** The structure of the Association be configured to better reflect the Council's role as the developer and driver of policy and strategic planning.

**Outcome:** A structure that more adequately reflects an association driven by the Council and the Strategic Plan.

**Timelines:** Following the MAV Association Annual General Meeting.

**Recommendation:** **That the Council define the Objectives and Goals of the organisation in light of a fuller understanding of the MAVs strengths, weaknesses, opportunities and threats.**

**Action:** The Council to take time to define the Objectives and Goals. A Mission Statement and Vision would be useful summaries of these objectives and goals and this will assist with implementation of the Strategic Plan. Stakeholder input should be reflected.

**Outcome:** Clear guidelines applicable across all activities to further the essential activities and outcomes of the association.

**Timeline:** Following the MAV Association Annual General Meeting

**Recommendation:** **That the Council introduces a process of succession planning for the recruitment of new Council members to ensure representatives that cover all markets the MAV seeks to reach.**

Action: - The Council establishes a Nominations Committee to develop and implement a succession planning policy and a process for recruiting new Council members.  
- The Council develops criteria for Council members, position descriptions and terms of reference as well as KPIs.

Outcome: A Council that is representative of all MAV's markets.

**Recommendation: That the MAV Council introduces an induction program for new Council members.**

Action: - MAV to ensure the Policy Manual is in place and kept up to date.  
- Prepare an induction kit for all new Council members.  
-Appoint an existing Council member to act as a resource for new Council members over the first six months of their membership of Council.

Outcome: A much shorter lead time for Councillors to become integrated and effective contributors to the governance of the Association.

Timelines: As soon as the Strategic Plan is in place.

**Recommendation: That the MAV implements and documents all policies and procedures that relate to process, planning and outcome.**

Action: The Association:  
- reviews the existing Policy Compendium and  
- develops position descriptions and terms of reference for Council members and committee members;  
- institutes a process of succession planning for leadership positions; and  
- develops an annual calendar for all activities.

Outcome: A modern, transparent, responsive association that supports members as well as Council, committee, and staff training and activities.

**Recommendation: That the Council's processes be constantly reviewed to ensure the best contribution is facilitated.**

Action: A standard report format template for all committees, including reporting on outcomes of

activities against benchmarks and the Strategic Plan (quantitative and qualitative), should be created. Reports should be circulated before meetings and only a summary delivered in Council.

Outcome: Focus on essential discussions and best use of members' time and expertise.

Timeline: As part of the procedure review.

**Recommendation:** **That the name of the Committee of Management (COM) be changed to the Executive of the Council.**

Action: - Change name of the COM.  
- Amend the Memorandum and Articles of Association if necessary.

Outcome: A body empowered to make decisions outside Council meetings and to better reflect the evolution of the day-to-day management of the MAV by the Executive Officer and staff.

Timelines: As soon as the Strategic Plan is in place.

**Recommendation:** **That the role and responsibilities of the EO be reconsidered to provide greater scope. In addition, support should be provided to enable the EO to undertake the necessary initiatives as a result of the strategic planning process.**

Action: Additional administrative support for the EO and a review of the EO's PD and KPIs.

Timelines: Immediate

## 7.2 Committees

**Recommendation:** **That the committees and their roles be reviewed to ensure that each supports a specific aspect of the Strategic Plan's recommendations.**

Action: - Review function and membership of each MAV committee.  
- Introduce a Nominations Committee and a Membership Committee as two new committees of the Association.

Outcome: A range of committees that support and progress the Strategic Plan.

Timelines: As soon as the Strategic Plan is in place.

### 7.3 Branches

**Recommendation:** **That a more flexible system of membership be developed to ensure maximum opportunities for branch participation in MAV activities.**

Action:

- The Memorandum and Articles of Association of the MAV be reviewed to develop less formal and rigid requirements for branch establishment and ongoing membership.
- Every effort be made to involve branch representation in the committee and governance of the MAV, possibly through tele-conferencing etc.
- A member of the MAV Council (possibly the Vice President as set out in the Policy Compendium) be appointed to champion the work in the branches.
- The MAVRICs continue to be encouraged and supported by MAV central office.
- Consideration be given to negotiating time release with employers for branch members who take on leadership roles.

Outcome: More inclusive and actively involved branch participation.

Timelines: Immediate.

### 7.4 Membership

**Recommendation:** **That the MAV reviews and expand its membership and services to include the broadest range of institutions and individuals involved in the teaching and application of mathematics.**

Action: Having identified acceptable and necessary parameters for recruitment against the essential agreed outcomes for the organisation, create an implementation plan.

Outcome: A more vital and representative organisation

**Recommendation:** **That the MAV be more systematic in ensuring it is representative of members' needs.**

**Action:** The Association:

- develops a better understanding of members' needs across all sectors and particularly in regional and rural areas;
- seeks regular feedback on needs identified by members and services provided;
- regularly reviews publications and professional development to ensure they accord with members' needs;
- recruits new members who have the potential to take up leadership positions; and
- develops a stronger policy and advocacy role.

## 7.5 Services

### *Professional Development*

**Recommendation:** **That the Professional Development Committee works more closely with the Conference Committee.**

**Action:**

- A collaborative approach to developing an integrated approach to professional/teacher skills development.
- Development and implementation of an activities program for all MAV member services.

**Outcome:** An integrated approach to all professional development activities.

**Timeline:** 2002 program.

### *Annual Conference*

**Recommendation:** **That the Annual Conference ensures that it reaches the widest possible audience of those associated with mathematics and includes the application of mathematics across a broad range of disciplines.**

**Action:**

- Ensure the Conference and its contents reflect the Strategic Plan, policy directions and services of the MAV.
- Ensure there is a clear understanding of the role the Conference plays in the MAV and its provision of services.
- Ensure the Conference program and the MAV's PD is part of an integrated service.

- Expand the Conference Committee to include a number of external representatives with industry experience and involved in the application of mathematics.
- Provide maximum opportunities through the Conference to build a diverse range of new members.

Outcome: An even more successful conference that reflects and strengthens the core business of the MAV.

Timelines: 2002 Conference

*Publications*

**Recommendation: That the entire publishing program requires review against the Strategic Plan.**

Action: An internal audit of existing publications and review with a SIG, including external members, to evaluate their relevance and competitiveness. Samples of similar product available nationally must be considered as part of this review. A review of the accuracy of sales projections over the past 36 months before more publications are commissioned. The relevance of publications to curriculum past and future should be part of this review.

Outcome: Publications should clearly further the key goals of the Association.

Timing: By October 2001.

**Recommendation: That journals be reviewed to assess their relevance and representation of MAV values, and to establish how they communicate effectively to members and stakeholders in line with the objectives of the MAV within the Strategic Plan.**

Action: Create a SIG with internal and external members with expertise in journal publication to review the journals. Compare to similar journals in other disciplines (eg: English, Information Technology etc) and evaluate how to produce journals that are relevant, representative and timely. This should include a wide review of potential partnership with other similar publications.

Timing: By October 2001.

*Mathematics Talent Quest*

**Recommendation:**

**That the MTQ be reviewed to ensure it fits within the Strategic Plan and is still relevant and cost effective.**

**Action:**

Establish a small committee of internal and external stakeholders to review the ongoing viability of the MTQ

**Outcome:**

A decision re the MAV's role in the future of the MTQ.

*Website*

**Recommendation:**

**Ensure that web development is relevant to the needs of members and the Association's goals as expressed in the Strategic Plan.**

**Action:**

A survey of membership and a survey of site visitors be undertaken to establish usage and potential usage. As part of the Publications Review, a cost/benefit analysis to be conducted on options for online expansion

**Outcome:**

Benchmarks, budgets and achievable outcomes enhancing the Strategic Plan.

**Timeline:**

March 2002

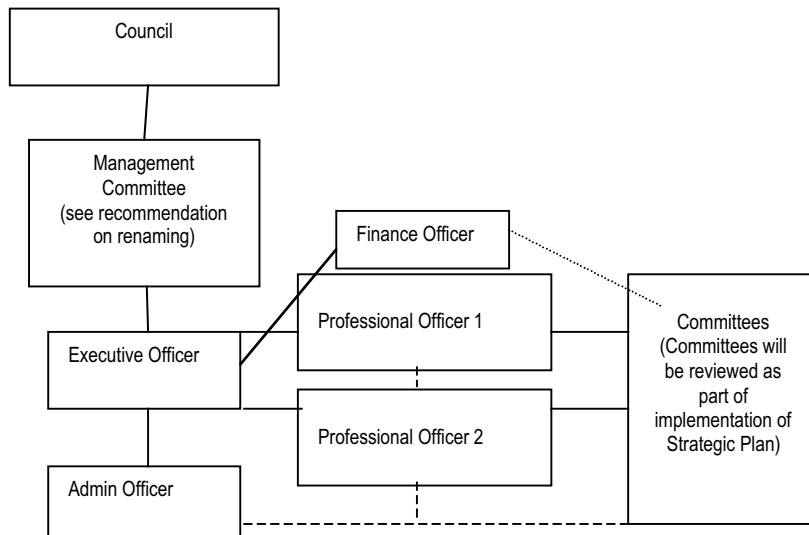
7.6 Structure and Staffing

**Recommendation:**

**That the MAV reconfigure its structure to be more effective. This will include a review of all committees**

**Action:**

Consider the following staffing structure:



|                        |  |
|------------------------|--|
| Outcome:               | A more responsive membership-driven Association.   |
| <b>Recommendation:</b> | <b>That Council review current levels of staffing with a view to adding additional administrative resources to free the EO position for greater involvement in strategic policy implementation and management.</b>   |
| Action:                | The newly-named Executive be appointed to review with the EO current staffing levels that take account of: <ul style="list-style-type: none"> <li>- current and future anticipated workloads following the implementation of the Strategic Plan;</li> <li>- the resources required to implement the Strategic Plan; and</li> <li>- the additional costs involved.</li> </ul> |
| Outcome:               | An adequate and appropriately resourced association equipped to be responsive to and meet member needs.  |
| Timeline:              | Immediate  |
| <b>Recommendation:</b> | <b>That the Council evaluates the human resources available on staff to implement the actions flowing from the Strategic Plan.</b>   |
| Action:                | Evaluate the adequacy of administrative support.   |
| Outcome:               | Increased organisational capability to meet three year goals.  |
| Timeline:              | By October 2001  |

## 7.7 Review and Evaluation

|                        |   |
|------------------------|---|
| <b>Recommendation:</b> | <b>That the Council implements a system of annual review of performance against targets.</b>  |
| <b>Recommendation:</b> | <b>That an implementation plan be developed for the Strategic Plan that is monitored on a monthly basis at Council.</b>   |
| Action:                | <ul style="list-style-type: none"> <li>- Annual targets be set for performance in each area of the MAV's activities and services.</li> <li>- An implementation plan be developed and</li> </ul> |

actioned by the MAV.

- Performance against targets is reported to members on a regular basis and feedback is sought.

Outcome: A modern, transparent, effective and responsive membership association.

Timeline: As soon as the Strategic Plan is in place.