

## SASTA – STRATEGIC PLAN

VISION	MISSION	STAKEHOLDERS	
To be a centre of excellence and innovation in science teaching and learning for all.	Supporting Teachers of Science: Advancing Science Education	<ul style="list-style-type: none"> <li>• Members</li> <li>• Science educators</li> <li>• Students</li> </ul>	<ul style="list-style-type: none"> <li>• Education organisations</li> <li>• Government</li> <li>• Private sector</li> </ul>

### STRATEGIC PLAN

GOALS	<p><b>PRODUCT EXCELLENCE</b> <i>What we do</i></p> <p><b>To develop and increase access to high quality, contemporary products and services</b></p>	<p><b>STATUS AS A PROFESSIONAL ASSOCIATION</b> <i>What makes us worthwhile</i></p> <p><b>To build and maintain a highly credible professional association</b></p>
STRATEGIES	<ol style="list-style-type: none"> <li>1. Improve market exposure and uptake of SASTA products and services</li> <li>2. Provide professional learning opportunities that support science educators in achieving professional standards</li> <li>3. Provide relevant resources and activities that support science education</li> <li>4. Provide opportunities for collaboration and networking of members and the wider scientific community</li> </ol>	<ol style="list-style-type: none"> <li>1. Be proactive and recognised as leaders in and advocates for science education</li> <li>2. Enhance relationships within SASTA</li> <li>3. SASTA actively participates in the ASTA federation</li> </ol>
GOALS	<p><b>FINANCIAL STABILITY</b> <i>What makes us sustainable</i></p> <p><b>Resource the organisation to achieve its vision</b></p>	<p><b>EFFECTIVE GOVERNANCE</b> <i>How we operate</i></p> <p><b>Govern the organisation to further its objectives*</b> <small>*objectives from the constitution</small></p>
STRATEGIES	<ol style="list-style-type: none"> <li>1. Diversify and maximise income streams</li> <li>2. Monitor and manage financial viability</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve accountability to association members</li> <li>2. Develop and implement governance policies and procedures</li> <li>3. Regularly review governance structures and performance</li> </ol>

**Goal 1: PRODUCT EXCELLENCE - To develop and increase access to high quality, contemporary products and services**

**Strategy 1: Improve market exposure and uptake of SASTA products and services**

Actions	Timeframe	Responsibility	Resources
1. Develop and implement a marketing plan to increase membership including: <ul style="list-style-type: none"> <li>• Early career teachers</li> <li>• Primary teachers</li> <li>• Primary schools</li> <li>• Lab technicians</li> <li>• Rural and remote</li> </ul>	Draft – 3 months Final – 5 months Implement – month 6	EO (lead), Staff & Volunteer Group	Marketing expert/consultant
2. Develop and implement a marketing and promotion plan for current and new SASTA science resources <ul style="list-style-type: none"> <li>• Develop and implement Year 7 booklet (printed)</li> <li>• Investigate and implement new delivery methods for resources e.g. E-magazines and mobile apps for interactivity, POD casts, webinars</li> <li>• Increased awareness of the activities and resources</li> <li>• Professional Development Session Supplement book &amp; video</li> </ul>	PLAN: Draft – 3 months Final – 5 months Implement – month 6	Executive Officer & Project Officer	IT specialists

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Increase in members by 5% per annum</li> <li>• Change / increase in diversification of members</li> </ul>	<ul style="list-style-type: none"> <li>• Devote a lot of resources with no outcome</li> <li>• Lack of resources to implement</li> </ul>

**Goal 1: PRODUCT EXCELLENCE - To develop and increase access to high quality, contemporary products and services**

**Strategy 2: Provide professional learning opportunities that support science educators in achieving professional standards**

Actions	Timeframe	Responsibility	Resources
1. Implement and monitor Quality Assurance performance	On-going	Convenors & Committee	Develop online process (Survey monkey)
2. Develop a pool of specialists to contribute as speakers, presenters, facilitators, mentors	On-going	Executive Officer & Staff (database of current & those interested)	Karmabunny - editing website for members to indicate interest
3. Plan and implement relevant and diverse conferences for science educators: <ul style="list-style-type: none"> <li>• Annual Conference</li> <li>• CONASTA Conference</li> <li>• Conferences - other (early years, science, maths)</li> <li>• Online Conference</li> </ul>	Future plan – every 12 months  Individual event	Project Officer (plan) & PD Group  EO & Annual conference committee Convenors & Committee (implement)	
4. Plan and implement specific workshops for science educators e.g. <ul style="list-style-type: none"> <li>• Subject specific</li> <li>• Specific levels (e.g. senior, middle, primary, early)</li> <li>• Complementary to SASTA publications</li> </ul>	Future plan – every 12 months  Individual event	Project Officer (plan) PD Group	
5. Develop and implement a SASTA Consultancy Service business plan	Draft – 3 months Final – 5 months Implement – month 6 Measure & review end 2014	Executive Officer Project Officer	Create 1) Enquiry Pamphlet 2) Agreement with terms & conditions

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Attendance numbers</li> <li>• Engagement with target groups e.g. mapping attendance</li> <li>• Feedback from delegates</li> <li>• Assessed quality of program (repeaters, + - feedback)</li> <li>• Financial success</li> <li>• Increased demand on services (e.g. waiting lists)</li> <li>• Records of professional standards met</li> <li>• Increased profits from consultancy service</li> </ul>	<ul style="list-style-type: none"> <li>• Other providers</li> <li>• Change in government policy</li> <li>• Change in curriculum</li> <li>• Inappropriate interpretation of performance indicators</li> <li>• Lack of internal capacity and resources</li> <li>• Capacity of clients to pay for services</li> </ul>

**Goal 1: PRODUCT EXCELLENCE - To develop and increase access to high quality, contemporary products and services**

**Strategy 3: Provide relevant resources and activities that support science education**

Actions	Timeframe	Responsibility	Resources
1. Expand products & services <ul style="list-style-type: none"> <li>• Workbooks – Year 12 (Biology, Chemistry, Physics, Nutrition &amp; Psychology)</li> <li>• Trial Exam Papers for Mid-Year and Mock Exam for Year 12</li> <li>• Holiday Revision Seminars</li> </ul>	Develop 2014/2015 Implement 2016 Develop 2014 Implement 2015 Develop 2014 Implement 2015	Executive Officer  Project Officer  Executive Officer	
2. Continue and update current professional publications e.g. journals, newsletters	Ongoing	Executive Officer & Journal Editor	
3. Market and distribute other science publications	Existing/Ongoing	ASTA	
4. Develop and implement student based activities <ul style="list-style-type: none"> <li>○ Year 12 Trial Examination Session</li> </ul>	Implement - Term 3 Holidays 2014	Executive Office & Project Officer	
5. Provide competitions that are relevant and engaging to students: <ul style="list-style-type: none"> <li>○ Oliphant Science Awards</li> <li>○ Quiz Night Competition (Held in Term 4 for Primary School)</li> </ul>	Ongoing Implement - 2014	OSA Committee & SASTA Staff	
6. Promote the recognition of members good practice via: <ul style="list-style-type: none"> <li>• Internal awards: SASTA Medal, Honour Awards, Outstanding Teacher Award, Life Memberships, Helen Castle Award</li> <li>• External awards e.g. Prime Minister’s Award, BHP Billiton Science Teachers Award – SA winner</li> </ul>	Ongoing	Awards Convenor Executive Officer (SASTA to promote more)	Website, e-news, newsletters, journals, Social media sites, membership mail out,

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Increased participation in student competitions e.g. girls, Indigenous &amp; general participation</li> <li>• Greater uptake of our resources</li> <li>• Increased range of resources &amp; activities</li> <li>• Increased award nomination</li> </ul>	<ul style="list-style-type: none"> <li>• Competing organisation</li> <li>• Capacity and resources</li> <li>• Duplication of existing resources</li> <li>• Technology capability and skills</li> </ul>

**Goal 1: PRODUCT EXCELLENCE - To develop and increase access to high quality, contemporary products and services**

**Strategy 4: Provide opportunities for collaboration and networking of members and the wider scientific community**

Actions	Timeframe	Responsibility	Resources
1. Develop and implement a plan to incorporate collaboration and networking opportunities within existing activities <ul style="list-style-type: none"> <li>• Facebook, Twitter and SACE Board Forum</li> <li>• Membership events (twice a year social activities with science events)</li> </ul>	Ongoing	Executive Officer & Office Manager	
2. Improve links to existing networks e.g. scientists in schools	Ongoing	Staff	

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Increased participation in new and existing activities</li> <li>• Increased collaboration e.g. OSA and Crest Awards</li> <li>• 2 membership events per annum</li> </ul>	<ul style="list-style-type: none"> <li>• Participants cannot afford our services</li> <li>• People not knowing about services</li> <li>• Devote a lot of resources with no outcome</li> </ul>

**Goal 2: STATUS AS A PROFESSIONAL ASSOCIATION - To build and maintain a highly credible professional association**

**Strategy 1: Be proactive and recognised as leaders in and advocates for science education**

Actions	Timeframe	Responsibility	Resources
1. Develop and implement a media plan to increase exposure <ul style="list-style-type: none"> <li>• E.g. target NIE in The Advertiser</li> <li>• Country Newspapers (specific focus on Helen Castle Memorial Scholarship)</li> </ul>	Media Plan – Term 1 2014  Implement – Term 2 2014	Executive Officer	
2. Raise SASTA’s profile in the science education community: <ul style="list-style-type: none"> <li>• via ASTA</li> <li>• Representation on external bodies e.g. State curriculum, Board/committee representations</li> <li>• Collaboration with other science education bodies</li> <li>• Building connections with Science Venues for PD sessions</li> </ul>	Ongoing	Board, Project Officer & Executive Officer	
3. Develop and implement a range of policies on contemporary science education issues <ul style="list-style-type: none"> <li>• Board to develop key policy headings</li> <li>• Members to add to the headings</li> <li>• External expert to write policies for the Board review and adoption</li> </ul>	December 2014	Board	External expert e.g. Martin Westwell

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Increased SASTA representation</li> <li>• Increased media coverage</li> </ul>	<ul style="list-style-type: none"> <li>• Not taking up invitations when asked</li> </ul>

**Goal 2: STATUS AS A PROFESSIONAL ASSOCIATION - To build and maintain a highly credible professional association**

**Strategy 2: Enhance relationships within SASTA**

Actions	Timeframe	Responsibility	Resources
1. Develop and implement mechanisms to improve membership inclusivity e.g.: <ul style="list-style-type: none"> <li>• New members – welcome events</li> <li>• New Members - SASTA welcome pack</li> <li>• New member contact at workshops, seminars and conferences</li> </ul>	Implement – Term 1 2014	Executive Officer  Office Manager  Conference Convenors	Pizza night at SASTA office. New Membership Pamphlet New Members pack items.
2. Investigate and implement membership feedback including membership satisfaction survey	Draft – 6months Implement – Term 4 2014	SASTA Staff to work on outline and questions Nigel (ASTA) to collate	Survey monkey

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• 100% of new members receive personal contact upon joining</li> <li>• 2 new member events per annum</li> <li>• Increased attendance at events</li> <li>• Increased feedback</li> <li>• 90% members satisfied</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring system of new members</li> <li>• Lack of resources to implement</li> <li>• Some new members might not like personal contact – keep it to one intro. phone call</li> <li>• Need to have all avenues of contact – all data bases correct and updated regularly</li> </ul>

**Goal 2: STATUS AS A PROFESSIONAL ASSOCIATION - To build and maintain a highly credible professional association**

**Strategy 3: SASTA actively participates in the ASTA federation**

Actions	Timeframe	Responsibility	Resources
1. Active participation in ASTA Council and Federation	Ongoing	Board to decide priority areas of participation	
2. Plan and implement mechanisms for SASTA members to engage and appreciate their membership of their national association ASTA	Implement – Term 1 2014	SASTA Staff	Include in SASTA membership pamphlet that they are part of ASTA

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Attendance to ASTA Council meetings</li> <li>• Participation in awards and national programs</li> <li>• Minutes of meetings</li> <li>• Access to ASTA reports and financial performance data</li> </ul>	<ul style="list-style-type: none"> <li>• ASTA activities not in line with our aims</li> </ul>



**Goal 3: FINANCIAL STABILITY - Resource the organisation to achieve its vision**

**Strategy 1: Diversify and maximise income streams**

<b>Actions</b>	<b>Timeframe</b>	<b>Responsibility</b>	<b>Resources</b>
1. Increase sponsorship and advertising income <ul style="list-style-type: none"> <li>• Source new sponsors, exhibitors / trade displayers</li> </ul>	On-going	Executive Officer, SASTA Staff & Board (via networking)	
<ul style="list-style-type: none"> <li>• Increase current sponsorship, exhibitors / trade displayers fees (customer feedback survey)</li> <li>• Increase advertising in publications, e-news &amp; on SASTA website</li> </ul>	On-going	Executive Officer & Board (via networking)	
2. Optimise investment income <ul style="list-style-type: none"> <li>• Investigate options for investment (from there, EO will make a recommendation about what \$ to be invested where)</li> </ul>	Prior to drafting each FY budget (investigation)	Executive Officer	Nil (current job of EO)

<b>Strategy Performance Indicators/Measurements</b>	<b>Strategy Risks</b>
<ul style="list-style-type: none"> <li>• Income from Project Officer covers expenses and ...% profit after expenses.</li> <li>• Increase sponsorship income by 5% each year</li> <li>• Increase membership by 5% each year</li> </ul>	<ul style="list-style-type: none"> <li>• Competitor activity</li> <li>• Market changes beyond our control</li> </ul>

**Goal 3: FINANCIAL STABILITY - Resource the organisation to achieve its vision**

**Strategy 2: Monitor and manage financial viability**

Actions	Timeframe	Responsibility	Resources
1. Continue managing, preparing and monitoring annual budget	Prep – November	Executive Officer, Treasurer & Board	
	Sign off - December		
2. Achieve budget surplus	Each year	Executive Officer	
3. Cash flow management e.g. Study guide available during term 1	On-going	Executive Officer	

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>Improve budget surplus each year e.g. 5% of gross income</li> </ul>	<ul style="list-style-type: none"> <li>Manage cash flow management against investment and against billing cycle</li> <li>Narrowing of current income stream</li> <li>Eradication of year 12 exam</li> <li>Bankruptcy of financial provider</li> <li>Fraud</li> </ul>

**Goal 4: GOVERNANCE - Govern the organisation to further its objectives\***

\*objectives from the constitution

**Strategy 1: Improve accountability to association members**

Actions	Timeframe	Responsibility	Resources
1. Improve membership attendance at AGM e.g. SASTA BBQ	Annual	Board	
2. Audited finance report to be distributed to the members 2 weeks prior to AGM (as well as annual report)	2 weeks prior to AGM	Executive Officer & Treasurer	

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Number of members which attend the AGM</li> <li>• 90% of members to be satisfied</li> <li>• Board to receive audited financials 3 weeks prior to AGM, one week prior to distribution to members</li> </ul>	<ul style="list-style-type: none"> <li>• Making the wrong decision based on lack of information from members</li> <li>• Lack of time</li> <li>• Splinter group formed e.g. Science Teachers of SA – loss of status as a professional organisation</li> </ul>

**Goal 4: GOVERNANCE - Govern the organisation to further its objectives\***

\*objectives from the constitution

**Strategy 2: Develop and implement governance policies and procedures**

Actions	Timeframe	Responsibility	Resources
1. Maintain ethical standards <ul style="list-style-type: none"> <li>Board to develop Code of Ethics</li> <li>Process to implement the Code of Ethics into Board and staff performance</li> </ul>	Implement 2014	Board & Executive Officer	
2. Discharge fiduciary (legal and financial) responsibility <ul style="list-style-type: none"> <li>Board familiar with Incorporations and Associations Act and SASTA constitution</li> <li>Process for Board meetings to make sure the Board is meeting its fiduciary duties</li> </ul>	Implement 2014	Board	
3. Understand risks to SASTA <ul style="list-style-type: none"> <li>Develop risk management procedure and policy</li> </ul>	Implement 2014	Executive Officer	
4. Board and staff induction and training: <ul style="list-style-type: none"> <li>Professional development for Board members on governance</li> <li>Code of Ethics to be explained / signed on commencement</li> </ul>	Implement 2014	Board & Executive Officer	
5. Develop organisation wide policies (HR, Board policies, delegation chart / policy, risk management policy)	Implement 2015	Board & Executive Officer	

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>Increased number of training attended by Board members</li> </ul>	<ul style="list-style-type: none"> <li>Risk if SASTA doesn't have policies and procedures</li> </ul>

**Goal 4: GOVERNANCE - Govern the organisation to further its objectives\***

\*objectives from the constitution

**Strategy 3: Regularly review governance structures and performance**

Actions	Timeframe	Responsibility	Resources
1. Review the number, type and structure of sub-committees	February 2014	Executive Officer & Board	
2. Review of sub-committee / reference groups processes	Implement 2014	Executive Officer, Convenors & Project Officer	
<ul style="list-style-type: none"> <li>• Create job descriptions / terms of reference (how to communicate with SASTA Board and staff, what they need permission for and how do they get permission)</li> <li>• Evaluate performance of existing sub committees (this will inform terms of reference)</li> <li>• Succession planning for reference group members</li> </ul>	Implement 2015	Board	
	Ongoing	Executive Officer & Convenors	
3. Board evaluation / review	Implement 2014 - annually	President	
<ul style="list-style-type: none"> <li>• Effective participation - attendance at SASTA activities, CONASTA, strategic planning days etc.</li> <li>• Feedback from the Board to itself</li> <li>• Recruitment of new Board members – consider skills / experience mix</li> </ul>	Annually	Board	
	Implement 2014	Executive Officer & Chairperson	
4. Regular appraisal of EO	Annual	Board	
5. Increase under-represented group representation on the Board	As vacancies arise	Board discussion President invites potential member	

Strategy Performance Indicators/Measurements	Strategy Risks
<ul style="list-style-type: none"> <li>• Regular, clear written reports from sub committees</li> <li>• Improved efficiency within the organisation</li> <li>• Board member participation rates</li> <li>• EO meeting targets</li> <li>• Sub committee performance and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Unfocussed Board wastes staff resources</li> <li>• SASTA not going anywhere – perhaps going backwards</li> <li>• Civil / criminal consequences for poor governance</li> <li>• Negative impact on professional status</li> <li>• Financial viability negatively affected</li> <li>• Increase staff workload</li> <li>• Staff dissatisfaction / turnover</li> <li>• Loss of corporate knowledge and SASTA intellectual property</li> <li>• Instability</li> </ul>