

Strategic plan 2021-2023





VALUING MATHEMATICS IN SOCIETY

MAV provides a voice, leadership
and professional support
for mathematics education.

CONTEXT

- Education is changing, and MAV must lead the way in supporting mathematics educators to make the best impact possible.
- The mathematics curriculum needs to respond to these changes: from VCE and VCAL to the early years of school, and early childhood education.
- Teachers require professional support and resources to develop in students the numeracy capabilities needed in their personal, professional and civic lives.
- It is critical that students are prepared for life after school, progression to further study and for career pathways in a world that is data and information rich and technologically advanced.
- MAV must grow, evolve and become a sustainable organisation in a changing not-for-profit sector.

Strategic plan overview 2021-2023

	Community engagement 	Collaboration 	Advocacy 	Operations and culture 
Objective	To provide increased value for all mathematics educators in MAV's community.	To strategically develop and embed high profile collaborations that support MAV in delivering products and services that amplify the impact of the association's work.	To strengthen MAV's position as a key stakeholder in mathematics education through strategic advocacy and engagement with key stakeholders.	To refine operations and resources to maximise efficiency, enhance workplace culture and improve organisational capacity.
Strategic intent	To expand MAV's reach, grow MAV's community of educators through community building approaches, backed by improved and more targeted communications and engagement opportunities.	To enhance benefits to educators and society by collaborating with partners aligned to MAV's vision and mission. Collaboration allows MAV to expand influence and impact in delivering programs.	To ensure MAV is the prominent voice in mathematics education in Victoria, and nationally where appropriate. MAV's view must be heard and sought out on matters of importance related to its mission and vision.	To maximise efficiency and prepare MAV's skills, systems and culture for future opportunities in a changing not-for-profit sector.
Strategies	<p>1.1 Review and strengthen the foundations required to build a stronger mathematics educator community, ensuring MAV provides tangible and compelling value.</p> <p>1.2 Build a strong, engaged and sustainable community of mathematics educators and evolve membership models for the future.</p> <p>1.3 Focus on expanding MAV's services in early childhood.</p> <p>1.4 Investigate opportunities for recognition of experienced and accomplished mathematics educators.</p>	<p>2.1. Develop new and ongoing partnerships with key stakeholders to provide sustainability, enhancement and expansion of MAV's vision, programs and services.</p> <p>2.2 Develop deeper relationships with AAMT and affiliates to create new opportunities for the mathematics community in Victoria, nationally and for international events within Australia.</p> <p>2.3. Engage with industry-related educational providers to bridge the gap between mathematics education and the wider workplace and society.</p>	<p>3.1 Seek input and data from members to better represent their views and put forward a voice for educators.</p> <p>3.2 Strategically develop discussion and position papers to articulate and communicate MAV views to stakeholders.</p> <p>3.3. Actively engage with government and government authorities to represent the interests of mathematics educators, and seek funding for mathematics education initiatives on priority areas.</p> <p>3.4 Increase support to out of field teachers.</p>	<p>4.1 Align resources to strategic plan and programs to ensure success.</p> <p>4.2 While continuing to enrich MAV's face-to-face approaches, diversify delivery of programs and services in various formats to further enhance impact and ensure a sustainable organisation.</p> <p>4.3 Develop values and behaviours, and use these to build and strengthen MAV's culture.</p>
Measures	<ul style="list-style-type: none"> Increased membership Increased engagement with mathematics educator community. New systems for community interaction are implemented. Approaches to membership and engagement evolving to include new models. 	<ul style="list-style-type: none"> MAV's voice and reputation is strengthened by expanded programs and active collaboration with key partners and stakeholders including: AAMT and state-based affiliates, AMSI and AMT, Industry, Universities and Principals across sectors. 	<ul style="list-style-type: none"> Increased advocacy is evident. Partners and stakeholder engagement around issues increases. Members and educator views are accurately represented to stakeholders. Out of field teachers are better supported. 	<ul style="list-style-type: none"> Initiatives are delivered on time, to budget, and with appropriate skilled staff and experts. Delivery models evolve and respond to mathematics educator needs. MAV culture is strong and based on agreed values and behaviours.

Goal 1: COMMUNITY ENGAGEMENT



OBJECTIVE: To provide increased value for all mathematics educators in MAV's community.

STRATEGIC INTENT: To expand MAV's reach, grow MAV's community of educators through community building approaches, backed by improved and more targeted communications and engagement opportunities.

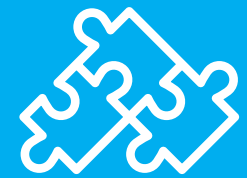
SUMMARY	KEY ACTIVITIES	ACTIONS
1.1 Review and strengthen the foundations required to build a stronger mathematics educator community, ensuring MAV provides tangible and compelling value	1.1.1 Undertake a comprehensive review of mathematics educator segmentation based on needs.	<ul style="list-style-type: none"> Analysis of segments and data completed, including across all education sectors and levels, by May 2021. Report completed by May 2021.
	1.1.2 Use segmentation analysis to review customer database structures. Revise collection and reporting of data to ensure a basis for evidence-based decision making.	<ul style="list-style-type: none"> Review completed and new reporting dashboards in place by Oct 2021.
	1.1.3 Apply the segmentation analysis to complete an audit of products and services to align each with relevant interest groups, and identify where opportunities exist. Further, align communications, products and services to each educator segment to better personalise educator experiences.	<ul style="list-style-type: none"> Review completed, and recommendations agreed by Dec 2021. Implementation underway as per agreed goals from 2022.
	1.1.4 Audit the member recruitment, onboarding and retention processes to develop standardised procedures and resources that ensure a high-quality experience and deeper connections to MAV for all mathematics educators.	<ul style="list-style-type: none"> Audit completed, and recommendations agreed by Dec 2022. Implementation underway as per agreed goals. First year retention rate target increases by target set during review. Approaches to onboarding receive positive feedback.

Goal 1: COMMUNITY ENGAGEMENT (continued)



SUMMARY	KEY ACTIVITIES	ACTIONS
1.2 Build a strong, engaged and sustainable community of mathematics educators and evolve membership models for the future.	1.2.1 Grow the number of mathematics educators on the MAV database and ensure accuracy by reviewing contact details regularly.	<ul style="list-style-type: none"> • Increase the numbers of mathematics educators on the database by 20% (5970 educators).
	1.2.2 Increase engagement with mathematics educators through events and online community participation.	<ul style="list-style-type: none"> • Implement a digital platform to encourage and build the MAV community and tribes. • Development of strong community ties and emotional connection to MAV in target segments creating 'tribes' where possible. • Increased engagement with educators from the mathematics community measured through engagement statistics to be agreed based on platform strategy.
	1.2.3 Develop ongoing content strategies for engagement aligned to key events and dates in each year.	<ul style="list-style-type: none"> • Annual content plan and initiatives implemented, data monitored, with continuous improvements implemented.
	1.2.4 Undertake a review of membership model to understand how it is performing strategically and financially, and identify opportunities for the current membership model to evolve alongside community building.	<ul style="list-style-type: none"> • Report completed and recommendations agreed by Dec 2022. • Evolving models agreed and implemented over time from 2023. • Maintain membership stability and meet growth targets and models change.
	1.2.5 Maximise the number of connections in each school, and then personalise communications with each contact.	<ul style="list-style-type: none"> • Increase number of individual contacts in the database: <ul style="list-style-type: none"> • By 5% in secondary education (615 educators) • By 25% in primary education (2925 educators) • To 1500 contacts in early childhood education
	1.2.6 Focus on strategies to recruit schools as members, including running an 'upgrade campaign' to encourage individuals to get their school to join.	<ul style="list-style-type: none"> • Increase school/institutional members: <ul style="list-style-type: none"> • By 20% in primary schools (approx. 96 new members schools) • To reach 5% of the market in Early Childhood (Approx 130 new members organisations).

Goal 1: COMMUNITY ENGAGEMENT (continued)



SUMMARY	KEY ACTIVITIES	ACTIONS
1.3 Focus on expanding MAV's services in early childhood.	1.3.1 Develop a plan for expansion in the Early Childhood sector, leveraging MAV's existing structures, services and opportunities.	<ul style="list-style-type: none"> Report completed and Board approval gained by Apr 2022.
	1.3.2 Implement agreed strategic initiatives. Develop and utilise, where possible, connections with relevant partner organisations.	<ul style="list-style-type: none"> Implementation underway as per agreed goals.
1.4 Investigate opportunities for recognition of experienced and accomplished mathematics educators.	1.4.1 Investigate recognition for accomplishment and experience of mathematics educators and use AITSL standards as a basis for levels of accomplishment. Investigate Continual Professional Development (CPD points system).	<ul style="list-style-type: none"> Recommendations made to the Board for consideration by Nov 2023 (implementation expected in future strategic plan timeline).

Goal 2: COLLABORATION



OBJECTIVE: To strategically develop and embed high profile collaborations that support MAV in delivering products and services that amplify the impact of the association's work.

STRATEGIC INTENT: To enhance benefits to educators and society by collaborating with partners aligned to MAV's vision and mission. Collaboration allows MAV to expand influence and impact in delivering programs.

SUMMARY	KEY ACTIVITIES	ACTIONS
2.1. Develop new and ongoing partnerships with key stakeholders to provide sustainability, enhancement and expansion of MAV's vision, programs and services.	2.1.1 Deepen relationship and implement projects based on the MOUs with: <ul style="list-style-type: none"> The Australian Mathematics Trust (AMT): including supporting preparation for the International Maths Olympiad (IMO) in 2025. The Australian Mathematical Sciences Institute (AMSI): including a focus on parent programs, out of field teachers and other areas. 	<ul style="list-style-type: none"> MOUs in place by August 2021. Expanded programs with key partners implemented as agreed. Partnerships are acknowledged and celebrated, and educators/ members understand the impact and value of this work.
	2.1.2 Develop and implement a Principal Advisory Group to provide support on MAV strategic issues and activities, and to expand work with Principals' networks and Principals Associations.	<ul style="list-style-type: none"> Principal advisory group established by Dec 2021. Advisory group meets regularly to provide support on MAV strategic issues. Engagement with Principals networks and Associations achieved.
	2.1.3 Ensure all sectors (Catholic, independent and government) are equally engaged at the system level from Early Childhood to Year 12.	<ul style="list-style-type: none"> MAV has strategic initiatives, meetings and discussions with representatives of all three sectors on an annual basis. Projects implemented where agreed.

Goal 2: COLLABORATION (continued)



<p>2.2 Develop deeper relationships with AAMT and affiliates to create new opportunities for the mathematics community in Victoria, nationally and for international events within Australia.</p>	<p>2.2.1 Deepen relationships and implement further initiatives with AAMT and affiliates to strengthen opportunities to boost Victorian education, including:</p> <ul style="list-style-type: none"> • Supporting international events based in Australia, especially the International Commission on Mathematical Instruction congress (ICMI) in 2024 and the Maths Olympiad 2025. • Regular affiliate wide meetings at various organisational levels. • Advocacy and joint work on position papers (see Goal 3). • Collaborative projects, and funding submissions where appropriate. 	<ul style="list-style-type: none"> • MAV is represented at ICMI planning and implementation initiatives. • MAV is represented at Maths Olympiad planning and implementation initiatives. • Affiliate wide meetings are regularly attended. • Collaboration is undertaken in regards to advocacy, position papers and projects where possible.
<p>2.3. Engage with industry-related educational providers to bridge the gap between mathematics education and the wider workplace and society.</p>	<p>2.3.1 Strengthen engagement with industry partners, to help teachers make connections between mathematics, the classroom, and industry and jobs.</p> <p>2.3.2 Link to Victorian Department of Education and training Tech Schools initiatives and expand knowledge of design thinking-based pedagogy to mathematics educators.</p> <p>2.3.3 Deepen relationships with tertiary institutions in:</p> <ul style="list-style-type: none"> • mathematics departments • education departments <p>to strengthen ties between practising teachers and academics, and preservice teachers.</p>	<ul style="list-style-type: none"> • 2 new projects implemented, one per year (2022/2023). • Initiatives completed in partnership where possible with AAMT, AMSI and other parties with an interest in this area. • Teacher knowledge of design thinking pedagogy, and industry-based contextual, cross-disciplinary projects with mathematics focus is increased. • Tech school relationship strengthened leading to MAV providing support, and possibly joint projects and/or professional learning. • 2 new initiatives in place and sustained over time. • Existing relationships consolidated. • Link to 2.3.1 where alignment occurs.

Goal 3: ADVOCACY



OBJECTIVE: To strengthen MAV's position as a key stakeholder in mathematics education through strategic advocacy and engagement with key stakeholders.

STRATEGIC INTENT: To ensure MAV is the prominent voice in mathematics education in Victoria, and nationally where appropriate. MAV's view must be heard and sought out on matters of importance related to its mission and vision.

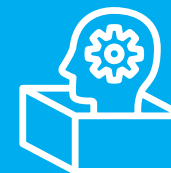
SUMMARY	KEY ACTIVITIES	ACTIONS
3.1 Seek input and data from members to better represent their views and put forward a voice for educators.	3.1.1 Utilise MAV events and engagements to enhance advocacy, collect data and highlight areas of focus. Integrate member and educator views and knowledge into communications.	<ul style="list-style-type: none"> Increased advocacy data is gained regularly and used as evidence to support MAV decision making, position paper development and communications.
3.2 Strategically develop discussion and position papers to articulate and communicate MAV views to stakeholders.	3.2.1 Update MAV's discussion paper on key areas of focus for maths education advocacy. Leverage updated discussion paper and use to identify next priority areas to focus on.	<ul style="list-style-type: none"> MAV's current discussion paper updated by July 2021. AAMT and affiliates and MAV member evidence and views incorporated as per goal 3.1.
	3.2.2 Produce further papers and position statements on priority areas and communicate these to stakeholders.	<ul style="list-style-type: none"> Partners and stakeholders engaged in development process where relevant. (See 3.1) Discussion and position papers developed and distributed strategically to key stakeholders based on priority areas and relevance to each stakeholder.
	3.2.3 Develop an annual communications plan to ensure ongoing engagements and media opportunities to raise the importance of mathematics in society.	<ul style="list-style-type: none"> Annual communications plan developed and implemented with various responses produced and distributed.

Goal 3: ADVOCACY (continued)



3.3. Actively engage with government and government authorities to represent the interests of mathematics educators, and seek funding for mathematics education initiatives on top priority areas.	3.3.1 Focus on support around areas of need identified in 3.1 and 3.2 including: <ul style="list-style-type: none">• Continuing professional development for mathematics teachers in new areas of the curriculum and emerging priorities for schools (e.g., STEM, algorithmic thinking).• Implementation of the revised Australian Curriculum.• National testing changes.• Other areas as they emerge.	<ul style="list-style-type: none">• Ongoing engagement on issues as they arise is demonstrated.• Development of new initiatives – one per year.
3.4 Increase support to out of field teachers.	3.4.1 Provide support for training and resourcing out of field teachers, including professional development programs. This includes advocacy for this issue.	<ul style="list-style-type: none">• Professional development programs to support teachers developed.• Advocacy undertaken in collaboration with AMSI/ACER where possible.

Goal 4: OPERATIONS AND CULTURE



OBJECTIVE: To refine operations and resources to maximise efficiency, enhance workplace culture and improve organisational capacity.

STRATEGIC INTENT: To maximise efficiency and prepare MAV's skills, systems and culture for future opportunities in a changing not-for-profit sector.

SUMMARY	KEY ACTIVITIES	ACTIONS
4.1 Align resources to strategic plan and programs to ensure success.	4.1.1 Ensure resources are sufficient and aligned to implement the membership strategy effectively, including community management and marketing, communications capacity.	<ul style="list-style-type: none"> Staffing requirements meet demands of the annual programs, and programs are delivered efficiently. Strategic plan initiatives are delivered on time, to budget, and with appropriate skilled staff and experts.
4.2 While continuing to enrich MAV's face-to-face approaches, diversify delivery of programs and services in various formats to further enhance impact and ensure a sustainable organisation.	4.2.1 Audit events and services and develop a response plan utilising various approaches to target expanded impact and reduce reliance on face-to-face-only delivery models to support financial security through diversity.	<ul style="list-style-type: none"> Blended delivery models proposed and implemented by July 2021 and ongoing.
4.3 Develop values and behaviours, and use these to build and strengthen MAV's culture.	4.3.1 Consultatively develop values and behaviours statements with Board, staff and members.	<ul style="list-style-type: none"> Values and behaviours developed and launched by July 2022.
	4.3.2 Embed MAV values and behaviours across the organisation, including: <ul style="list-style-type: none"> Implement values and behaviours and develop culture through regular staff meetings, special events and training and everyday workplace culture. Develop best practice systems for staff development, and review and update the performance development process. 	<ul style="list-style-type: none"> MAV values and behaviours recognised and used on a daily basis to underpin workplace culture. Staff feedback surveys indicate + 80% positive responses to MAV workplace culture. Board and committees engaging with values and behaviours.