



Victorian Principals Association

Strategic Plan 2009/2010

Connected United & Powerful

The theme for the VPA Strategic Plan for 2009-2010 is "Connected, United & Powerful".

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Introduction

A comprehensive review of the industry, the VPA organisation and our members including a significant market research project was completed January 2009 with the critical objective of reinventing the VPA on a basis of understanding what our members and potential members valued from the VPA and how we could best deliver value to our members. These findings were presented to the VPA Board and then workshopped into a draft strategic plan in February. March 2009 the VPA Council signed off the strategic plan and commenced the road map process to deliver the strategic plan. This work continues and will do so throughout 2009 and 2010.

Following a comprehensive review of associations supporting professional groups and significant market research of on the needs of school leaders, the VPA has reshaped its strategic plan. The VPA is now working to attain its strategic goals and deliver for members.

VPA Mission

- Provide professional services and support to members
- Advocate on behalf of members and education
- Connect and unite members
- Facilitate collegiate support for members
- Enlist new members

VPA Vision

The VPA is the preferred organisation for Victorian Government primary educational leaders.

VPA Values

Collegiality

Integrity

Learning

Commitment

Representation

Business Objectives:

Profitability

- To develop lucrative Business Partnerships of over \$120,000
- Long term building Fund of \$5,000
- Operational expense no more than 90% of income
- DEECD grant at least \$40,000

Membership

- Retain 95% of members
- Increase membership by 100 by close of 2009 and a further 100 by close of 2010
- Reinstate defected members by joining working groups or facilitate professional learning

Quality Programs and Events

- To develop best practice professional learning with assessment of 4 out of 5
- Attendance at Board meetings and Council meetings of 70%. Attendance at Regional meetings of 40%.
- Increase event attendance to 25%

Participation of members

- 50% of members attend a minimum of one professional learning, meetings and/or event

Member satisfaction

- To increase member participation levels to 'Good'

Key Success Factors

In order to deliver these business objectives we believe the following fundamentals are critical to our association:

- Clear brand
- Well articulated Vision, Mission and Purpose
- Key leadership team
- Good project management
- Good corporate contacts/network
- Well established media network
- Confidence/trust of membership base
- Strong Communication Plan
- Contingency planning and risk management

Strategic Initiatives

1. Brand Strategy

Objective:

To develop a definitive and clearly communicated youthful and reinvigorated VPA brand that prevents confusion with other associations mandates and generates a sense of pride in its members

Milestones:

- | | |
|--|---------------|
| a) Sign off vision, mission & values | May 2009 |
| b) Adoption program by board, council and members of core essence of VPA | December 2009 |

2. Recruit and support a high performing leadership team in VPA

Objective:

Ensure high performing quality where principals with administration assistance are managing the key projects and initiatives

Milestones:

- | | |
|---|-----------|
| a) Design a culture of high performance | June 2009 |
| b) Articulate the values and behaviours to support the new culture | June 2009 |
| c) Facilitate high impact 'doing' through sensible project management | June 2009 |
| d) Minimise blockers | June 2009 |
| e) Actively seek exceptional principals to manage key projects | June 2009 |

3. Increase membership

Objective:

To increase membership through retention and acquisition of members alongside development of new member categories

Milestones:

- | | |
|--|-----------|
| a) Develop and implement a retention protocol | July 2009 |
| b) Devise a newly appointed Principal or Assistant Principal recruitment process | July 2009 |

- c) Actively communicate and engage with existing potential
Principal class members July 2009
- d) Develop a road show for Victoria July 2009
- e) Recruit regional champions to work closely with field officers
and the President to increase membership July 2009

4. Increase participation

Objective:

To develop a calendar of events that ensures people are motivated to attend for both the content and the relational opportunities

Milestones:

- a) Review the existing calendar August 2009
- b) Research best practice Principal PD August 2009
- c) Investigate technology platforms to reach regional areas August 2009
- d) Develop a compelling, current, relevant and convenient
Calendar of events August 2009
- e) Design a rewards pricing model to promote multiple and
frequent attendance August 2009
- f) Communicate regularly the program, forthcoming events
and benefits of attending Ongoing

5. Increase sponsorship

Objective:

To develop lucrative Business Partnerships of over \$120,000 per annum

Milestones:

- a) Develop a potential Business Partners database May 2009
- b) Research likely sponsors and populate the database May 2009
- c) Develop a range of sponsors packages to deliver value to
the Sponsor May 2009
- d) Research potential existing relationships to capitalise on May 2009
- e) Diarise sponsor meetings Ongoing

6. Media presence

Objective:

Develop a strong media presence that advocates on behalf of members and promotes the VPA brand constructively

Milestones:

- | | |
|---|-----------|
| a) Develop a media relationship strategy | June 2009 |
| b) Formulate media position on topical issues | Ongoing |

7. Fiscal and risk management

Objective:

Ensure costs do not exceed 90% of revenue and allow for active risk and contingency management

Milestones:

- | | |
|---|-----------|
| a) Institute rigorous financial management | Ongoing |
| b) Undertake risk assessment | July 2009 |
| c) Manage risk through contingency planning | July 2009 |

8. Improve member satisfaction

Objective:

To increase member satisfaction levels to good or greater satisfaction with the VPA and its products and services

Milestones:

- | | |
|---|--------------|
| a) Benchmark current satisfaction levels | January 2009 |
| b) Undertake improvement brand and calendar of events program | Ongoing |
| c) Reassess satisfaction levels post events and annually | Ongoing |