



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

STRATEGIC PLAN 2014 – 2016

This strategic plan has been developed by the 2014-15 WATESOL Committee in order to provide a disciplined approach to the management of WATESOL over the next 2 years.

After the completion of the ACTA 2016 Conference in Perth, the 2014-2018 plan should be revisited for forward planning.

Contact: Maria Doyle, Vice President
email: vicepresident@watesol.org.au
mobile: 0427 161 078

Contents

Page 2:	Our Objectives
Page 3:	Our Focus Areas
Page 4:	Committee Structure
Page 5:	Our Future
Page 6:	Our Plan
Page 11:	Appendix A - S.C.O.R.E. Analysis
Page 12:	Appendix B - Our Stakeholders



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

Our Objectives

From the Constitution of the Westralian Association of Teachers of English to Speakers of Other Languages Incorporated.

- 2.1 to foster the study of TESOL* in Western Australia.
- 2.2 to improve teaching methods in TESOL by:
 - 2.2.1 providing opportunities for discussion and sharing of experiences among members.
 - 2.2.2 promoting the reading and discussion of papers on various matters relating to language teaching.
- 2.3 to seek the co-operation of bodies similar to the Association and of educational authorities to secure:
 - 2.3.1 improvement in curricula in TESOL.
 - 2.3.2 improvement in teaching conditions in TESOL.
 - 2.3.3 a library of TESOL text books and periodicals, and a clearing house so that members may have access to standard works and the latest thought on the pedagogy of their subject.
- 2.4 seminars, workshops and conferences and provide opportunities for professional development.
- 2.5 to ensure that adequate provision is made for all clientele in need of ESL, EFL and EAL/D assistance.

**Teaching English to Speakers of Other Languages includes dialects, such as Aboriginal English*



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

WATESOL Focus Areas

This Strategic Plan has been structured to reflect the responsibilities and accountability of each Focus Area of the organisation. In the next 2 years, in the lead up to the ACTA Conference in Perth in 2016, WATESOL will focus on the following **4 Focus Areas**:

1. Conference (President)

1. Planning, budgeting and event co-ordination
2. Compilation of papers and presentations

2. Governance and Advocacy (Vice President)

1. WATESOL's organisational structure, communications and operations
2. Committee recruitment, appraisal and development
3. Communications to & from the national body and state institutions (ACTA Rep)
4. Administration of committee proceedings (Secretary)

3. Professional Learning (Vice President)

1. Professional Learning Opportunities
2. Marketing and Communications
3. E-Letter to Members
4. Awards and Nominations

4. Finance (Treasurer)

1. Financial Management and Budgeting
2. Membership



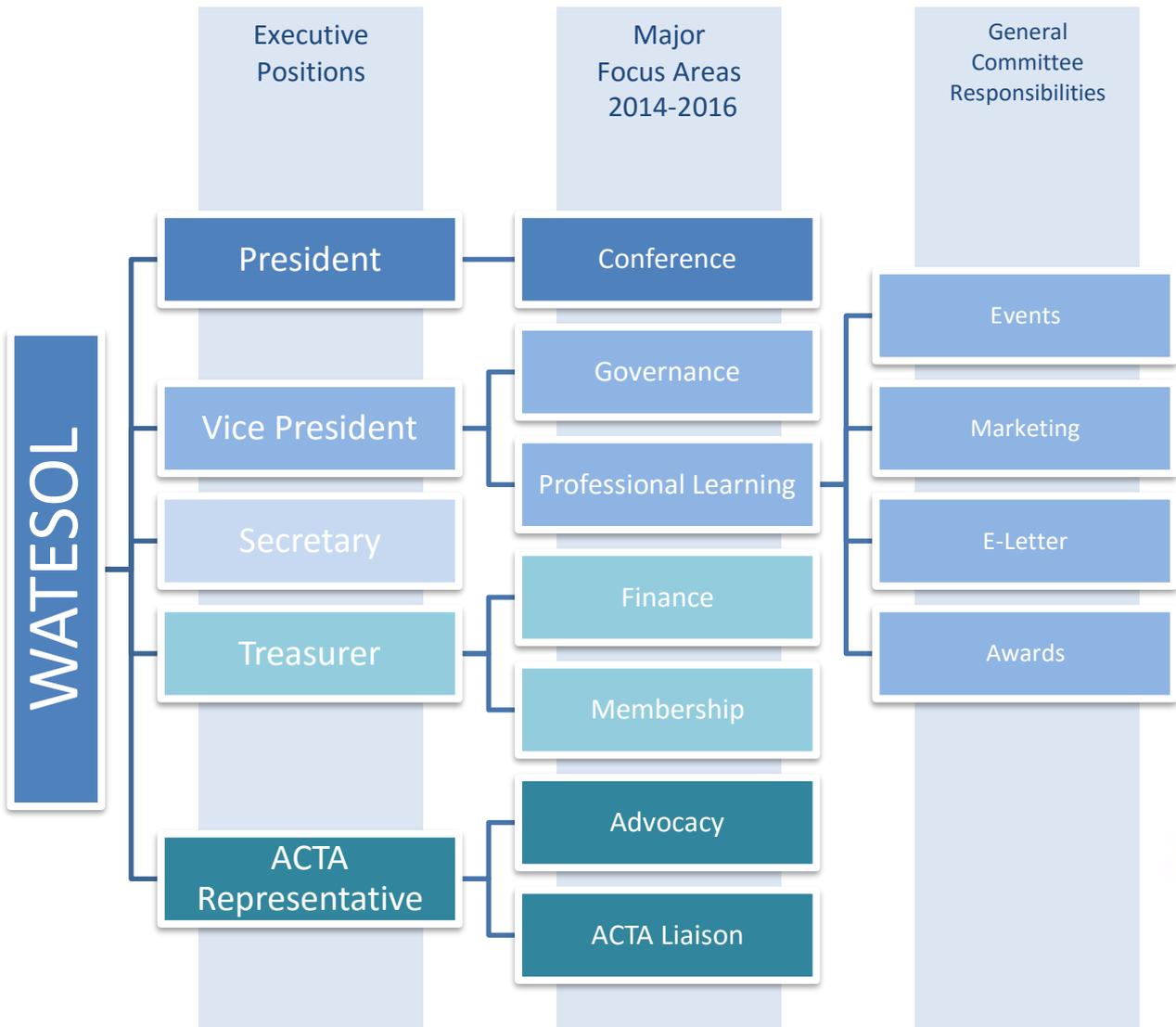
WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

WATESOL Committee Structure





WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

WATESOL's Future

- WATESOL has been serving the West Australian TESOL Community for over 30 years. It has consistently hosted Professional Learning Event Programs for its members, providing sponsorships, awards, nominations for awards, networking opportunities, advocating and consulting on behalf of TESOL stakeholders, and hosted national conferences. Thanks to the work done by many people over many years, WATESOL is in a position to host an international conference in Western Australia, namely the 2016 ACTA International Conference, in order to continue to fulfil its vision of promoting excellence in the field of TESOL.
- The 2014 – 2016 WATESOL Strategic Plan aims to build on the work done by our predecessors and put WATESOL in good stead for the 2016 ACTA International Conference and beyond. The plan outlines various Focus Areas, Outcomes, Broad Strategies and associated Timelines that will enable WATESOL to fully engage its stakeholders and to have a planned, coordinated and long-term approach to the ongoing success of both the organisation and of TESOL itself.
- WATESOL realises the need for all stakeholders to work together in order to bring the organisation's future into fruition, and therefore, building systems, procedures and networks is a key focus of this plan. WATESOL will be working closely with all key stakeholder groups to ensure the organisation achieves its potential over the coming 2 years and beyond.
- WATESOL's operations between 2014 and 2016 will now be guided by this document, which will be used monthly by committee members to guide their work. It will be formally reviewed every two years and communicated to members and key stakeholders through the annual report. This will allow progress to be checked, as well as ensuring the currency and relevance of its directions.
- WATESOL's sub-committees will use their own Plans, which are closely aligned to WATESOL's Strategic Plan, to guide their work through each year. Sub-committees will report at each committee meeting sharing their achievements and their direction. Sub-committees will provide an annual report at the AGM outlining their achievements over the year.



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

WATESOL's Plan

This Strategic Plan has been structured to reflect the responsibilities and accountability of each Focus Area of the organisation. In the next 2 years, in the lead up to the ACTA Conference in Perth in 2016, WATESOL will focus on the following ***4 Focus Areas***:

FOCUS AREA 1: Conference (President)

1. Planning, budgeting and event co-ordination
2. Compilation and peer review of papers and presentations

FOCUS AREA 2: Governance and Advocacy (Vice President)

1. WATESOL's organisational structure, communications and operations
2. Committee recruitment, appraisal and development
3. Communications to & from the national body and state institutions (ACTA Rep)
4. Administration of committee proceedings (Secretary)

FOCUS AREA 3: Professional Learning (Vice President)

1. Professional Learning Opportunities
2. Marketing to Prospective Members and Stakeholders
3. Communications to Members and Prospective Members
4. Awards and Nominations

FOCUS AREA 4: Finance (Treasurer)

1. Financial Management and Budgeting
2. Membership



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

FOCUS AREA 1: Conference (President)

Major Roles

1. Planning, budgeting and event co-ordination
2. Compilation and peer review of papers and presentations

Key Targets for 2014-2016

- Maintain a database of parties interested in 2016 Conference.
- Successfully host the 2016 ACTA Conference.
- Continue to liaise and negotiate with conference partners" (i,e, ACAL) + provide handover

document for SATESOL for ACTA 2018.



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

FOCUS AREA 2: Governance and Advocacy (Vice President)

Major Roles

1. WATESOL's organisational structure, communications and operations
2. Committee recruitment, appraisal and development
3. Communications to & from the national body and state institutions (ACTA REP)
4. Administration of committee proceedings (Secretary)

Objectives:

1. Implement a relevant and appropriate model of governance supported by best practice structure and systems.
2. Recruit, appraise and develop committee.
3. Maintain a contemporary and relevant on-line communication system and marketing strategy to further engage with members, stakeholders and the aligned / interested audience.
4. Develop clear and relevant administration systems and procedures.
5. Effectively manage member & stakeholder relationships.

Key Targets for 2014-2016

- The organisation's governance and management structures and processes are viewed as industry best practice, balancing organisational performance within the culture of a non-profit organisation.
- Committee is performing well.
- Marketing & Communications, including website, are working well.
- Administration systems and procedures are working well.
- Relationships with members & stakeholders are working well.
- Establish a "space" for WATESOL electronic documents/ storage.
- Maintain a WATESOL Policies & Procedures Manual.

FOCUS AREA 3: Professional Learning (Vice President)



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

Major Roles

1. Professional Learning Opportunities
2. Marketing to Prospective Members and Stakeholders
3. Communications to Members and Prospective Members
4. Awards and Nominations

Objectives:

1. Develop, coordinate and support a robust and sustainable Professional Learning program of the highest standard which meets the needs of members at all stages of their development pathways and in all sectors.

2. Develop, support and inform Professional Learning in TESOL in Western Australia, including continued publication of bimonthly e-letters.

3. Continue to provide consultation when requested to government bodies and others in alignment with WATESOL's Consultation policy.

4. Continue to reward best practice in the TESOL field in Western Australia via WATESOL University Awards, WATESOL Conference Sponsorship and Nomination opportunities in alignment with WATESOL's policy.

5. Create/enhance the publicly recognised profile of WATESOL.

Key Targets for 2014-2016

- Professional Learning program conducted.
- Increase in participation in the PL program.
- E-Letter is published and distributed bi-monthly.
- Consultation requests responded to and sought out according to WATESOL's Consultation policy outlined in the Policy & Procedures Manual.
- Awards presented, Conference Scholarships given out and Nominations submitted.
- WATESOL being recognised by stakeholders in the TESOL field as an innovative and professionally governed / administered organisation worth being associated with.



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

- Where necessary, up-skill WATESOL personnel in the use of contemporary technologies for use in marketing and communication activities.
- Promote and publish WATESOL achievements.
- Acquire / employ appropriate level of IT support to engage and expand potential aligned / interested audience.
- Develop and maintain a database of institutions and arrangements in relation to awards, scholarships and nominations.

FOCUS AREA 4: Finance (Treasurer)

Major Roles

1. Financial Management and Budgeting
2. Membership

Key Targets for 2014-2016

- Achieve short term organisational financial sustainability in relation to costs of the 2016 ACTA International Conference.
- Achieve long term organisational financial sustainability.
- Develop annual operational budgets directly aligned to the Strategic Plan.
- Ensure current and accurate financial reports are presented at all Committee meetings and AGMs.
Review and maintain efficient membership database.
- Review and maintain efficient membership database.
- Achieve long term organisational financial sustainability with a view to 2016 ACTA Conference.



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

Appendix A – S.C.O.R.E. Analysis (from Strategic Planning Day, May 2012)

Strengths	Constraints
<ul style="list-style-type: none"> • PD sessions & Mini-conferences • The current personnel – committee dedicated, enthusiastic and well- connected in DoE, AISWA, TAFE, etc. • Nature of the activity • Quality members- academics, primary, secondary, TAFE, ELICOS, SIDE, AISWA, DoE • Consultation (ACARA) • Advocacy for uni-entry, accredited EALD year 12 courses; advocate for both academic and vocational EALD courses to be offered (ACARA) • Awards for TESOL university students • Scholarships to attend ACTA Conference • TESOL Links, ACTA Journal • WATESOL website • work with new graduates • membership form/ process • Relationship with EAL/D Resource Centre 	<ul style="list-style-type: none"> • Key personnel (if they leave) • Limited promotion/ marketing of WATESOL • Lack of a clear sustainable organisational model • Limited finances • communication with members (mailouts not reaching people, members not getting information) • database is not doing what we need it to do • handling of membership form procedure • liaising with other phases/ sectors • understanding our scope fully • focus • making realistic demands of all committee members • President does most of the leg work and big work • many committee members don't have clearly defined roles within the committee so they don't know what to do—other side, they sit on the committee and do nothing but get to put it on their CV
Opportunities	Risks
<ul style="list-style-type: none"> • Events – PL Program: Pecha culcha- poster day; have time at PDs for informal networking; mini-meetings/ PDs for different sectors; workshops (hands on) modelling interesting language teaching practices to participants; • Events – ACTA 2016 • University Awards • Technology / social networking; blog/ forum for discussion of teaching methods; facebook • Use of conferencing technology to broaden reach to other states/countries, by transmitting conference online – can work in association with universities of keynotes, etc. • Additional funding / sponsorship from govt and corporate research (offer and support for); collaboration • Marketing/ PR- there are a lot of people, associations and groups with whom we could communicate • provide information to bodies (e.g. PETA), have a representative attend their meetings • reinstate sundowners/ social events • discussion evenings open to all members • direct contact with State TESOL assns/ work alongside/joint hosts of conference • support for uni grads in connecting to networks/ PD- go to unis and invite them/ mentoring program • Increase awareness that English teachers need ESL PD & provide this to them. • P.P.A. • Deputy IEC Principals group • link to MLTA • ELICOS sector • Association with EAL/D Resource Centre- link on website? Presentation from EAL/D Resource Centre for members • Increase support for EAL/D Resource Centre • Have representatives from DOE, AISWA, CEO, etc. affiliated with WATESOL 	<ul style="list-style-type: none"> • Finance • Crowded international, national event calendar • Reliance on membership funding • Global economy • committee work is too time intensive: lose committee members because of burn out • committee turnover • devolution of responsibility risks <hr/> <ul style="list-style-type: none"> • Expectations (2012 – 2016) • 2016 ACTA Conference • 3 PL events per year • Financial reserves • Clear and relevant operational model • Clear and relevant model of governance • Increased awareness of WATESOL • Well-developed contemporary and relevant on-line communication system • Connection to the TESOL teacher market • Influence at ACTA level • More input/ inclusion in research/ develop research links



WATESOL

WESTRALIAN ASSOCIATION FOR TEACHERS OF
ENGLISH TO SPEAKERS OF OTHER LANGUAGES

PO Box 8066, Perth Business Centre, 125 Stirling Street, Perth WA 6000

E: enquiries@watesol.org.au www.watesol.org.au

Appendix B – Our Stakeholders (from Strategic Planning Day, May 2012)

- Members
- Teachers
- Students (indirectly)
- Researchers
- Teacher Educators
- WATESOL staff and committee
- ACTA
- Schools
- State Government Departments of Education, Immigration
- AISWA
- CEO
- TAFE
- National and International Bodies (such as AMEP, ACARA, AITSL, SCASA, ACTA, TESOL International, Asia TESOL, CLESOL, KOTESOL, Australian Linguistics Society, Australian Applied Linguistics Association, The Australian Federation of Modern Language Teachers Associations (AFMLTA Inc))
- Sponsors
- The Media
- Suppliers
- Volunteers
- The TESOL Field