**TO BE UPDATED**

# Directorate

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## Introduction

The past 12 months have been ones of intense activity at AMSI. Much of this activity centres on program delivery and indeed on redefining program delivery now that our marketing and communication capacity has expanded. This process will continue as we increase our public presence in the lead up to the creation of a philanthropic trust.

The other source of activity has been around the strategic pursuit of opportunity. Some of this opportunity has been realised, in the Schools portfolio we have received very significant support from the William Buckland Foundation, Boeing Corporation, the Victorian Government and the Commonwealth (through the Regional Universities Network). At the time of writing (September 2013) we are awaiting the outcome of two large grant applications, one to the ARC for the provision of PhD internships and one to the Australian Mathematics and Science Partnership Project (AMSPP) for outreach to school communities around career and study pathways. Pursuit of funding for the Higher Education Flagship Program beyond 2016 remains a key priority.

The Strategy Days with the AMSI Joint Venture Partners and with the Board focused on the creation of opportunity through strategic investment. The twin themes of project delivery and strategic investment permeate this Business Plan.

This Business Plan is built around objectives and key performance indicators. Under the Directorate heading in this section these KPIs are, of necessity, broad and the many quantitative measures of achievement are not listed in detail. However, in the separate program sections of the plan quantitative measures are listed. The Board will receive reports on these KPIs at its quarterly meetings and the members will receive reports at their semi-annual meetings. These reports will provide detailed quantitative information on our performance.

## Strategy

The Strategy Days in July 2013 were based around five pillars which support the pursuit of our mission. These are National Research Centre, Partnerships, Marketing & Communications, Industry Engagement and the National Awareness Campaign. (The documentation can be found in the appendices.) The implications for AMSI’s business planning resulting from discussion of these pillars is as follows.

### National Research Centre

The pursuit of this centre has a high priority. The Full Members and the Board have agreed to support a partnership of “hot spots” to deliver a three year provisional structure. This will provide an “AMSI Research” co-branding to the research, research training and outreach activities of the partners, including AMSI. There will be additional, national program elements of the Maths of Planet Earth type (although not necessarily on this scale). Given the size of AMSI’s existing financial commitment to research and research training, we have agreed not to make further financial commitments, but to source funding for the interim structure from institutional and business sources. Further information on this initiative can be found in the research and high education section of this document.

### Partnerships

The merits of a fund raising/partnership plan are expounded in the pillar document. We agreed that such a plan is critical to not only secure funding sources for each of the programs but to support the proposed AMSI Foundation. For this reason we have included a 0.6 EFT Fundraising Manager position in the 2014 budget. The appointment date will be determined according to the timetable for the establishment of the Trust. This individual will work closely with the program managers and the marketing and communications manager.

### Marketing and Communications

Because AMSI’s member base is institutional and not individual we have a significant problem communicating with staff and students in our member universities and agencies. There is resistance from some members to AMSI holding staff and student details in AMSI’s Salesforce CRM, but we have agreed to pursue access to departmental mailing lists. A rebuild of AMSI’s website(s) has been included in the 2014 budget. Full details of the marketing and communication program can be found in that section of this document.

### Industry Engagement

As a result of the Strategy Days’ discussions we will be making Mitacs-style intern proposals to member universities in Sydney and Melbourne. These will be for the placement of dedicated business development staff to drive increased PhD intern placements to the benefit of the participating members. This initiative has been included in the 2014 budget. The broader industry engagement issues raised in the strategy document will be considered by the Board’s Industry Advisory Committee in coming months.

### National Awareness Campaign

This campaign has been high on AMSI’s priority list for a number of years. The Members and the Board have endorsed this priority. In discussion of this item at the Board Strategy day it was agreed that AMSI would use its own funds to leverage support from other stakeholders with the proviso that a minimum was set for the total funds. Because of the projected heavy workload of the Institute in 2014 we have decided not to pursue this strategy in 2014 unless we receive funding for related projects currently under consideration at the time of writing (September 2013).

## 2015 Delivery and Beyond

Details of the delivery of both programs and business outcomes can be found in the following pages. The critical external deliverables in 2014 are listed in the KPI section on the next page. In expanded form they are:

* To deliver our programs, especially those externally funded, at the highest possible standard, meeting our mission and growing our reputation and influence.
* To consolidate and grow the partnerships built during the Maths of Planet Earth year. These will deliver benefit to our members, extend our reach and better embed mathematics and statistics in Australia’s scientific and technological enterprise.
* To make progress on the establishment of a distributed national research centre based on partnerships. The appointment of a director to this centre is our target in 2014.
* To create a close working relationship with the new Commonwealth government, underpinned by a growing public awareness of our work. As the impact of our teacher support measures grow we must engage with State governments to pursue our policy agenda.
* We must create opportunity through strategic investment. In 2014 this means investing in increased intern program capacity and in fund raising, both in setting up the AMSI Trust and in appointing a person to manage this portfolio.

The Academy of Science’s decadal plan for the mathematical sciences is due in 2014. It will identify new aspirations and opportunities which will undoubtedly shape aspects of AMSI’s agenda. Our membership will give close consideration to the plan at AMSI member meetings following its release.

The national research centre, the AMSI Foundation, the national awareness campaign and stable flagship programs will dominate the AMSI landscape for next three years. These can only be successful with a commitment to advocacy and policy development. And above all we must focus on turning around the desperate shortage of mathematics teachers which sees, for example, more than one third of Australia’s secondary maths classes being without a qualified maths teacher.

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## Key Performance Indicators - Directorate

| **Activity** | **Objective** | **2015 Target** | **Outlook** |
| --- | --- | --- | --- |
| **Mission** | Effective program delivery | All events delivered to contractual KPIs. | Secure |
|  | Effective partnerships | New partnerships built on strategic outcomes. No dormant partnerships.  AMSI partnership plan put in place | Secure |
|  | Research Centre establishment | Progress against accepted timetable with research Director appointed by 01/12/2014. | Depends on buy in from partner institutions.  60% likelihood of meeting target date. |
| **Advocacy** | Effective Government relations | Personal relations developed with Federal Industry and Education ministers and with selected State ministers. | Likely |
|  | Effective public relations | All indicators showing at least linear growth throughout 2015. | Likely |
| **Governance** | Confidence of the Board | Board accepts progress based on KPIs. | Likely |
|  | Confidence of the members | Growth in membership. Participation indicators all trending upwards. | Likely |
|  | Effective committee structure | All committees meeting regularly and meeting their ToRs. | Secure |
| **Business Development** | Strategic investment | Intern and fund raising investments made and meeting earnings targets as agreed. | Depends on partner buy-in and success of the Trust proposition. |
|  | Sustainable growth | Continuing and new projects making a net positive contribution to the cash position. | Secure |