



**NEW ZEALAND ASSOCIATION OF LANGUAGE TEACHERS
TE RŌPŪ KAIWHAKAAKO REO O AOTEAROA**

Patron

**His Excellency the Governor-General of New Zealand
The Honorable Anand Satyanand, PCNZM**

2008 – 2012 Strategic Plan



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INTRODUCTION

‘Every student in New Zealand, whether in the primary, secondary or tertiary education sector, should have the opportunity to learn an additional language taught by a skilled practitioner. This practitioner will be an active member of the New Zealand Association of Language Teachers (NZALT) – the innovative, vibrant professional organisation that is the voice for language learning and teaching in New Zealand.’

Ka nui te mihi ki a koutou māu koutou mahi i ngā reo.

I am pleased to introduce the 2008 – 2012 Strategic Plan for NZALT.

The purpose of the Strategic Plan is two-fold.

Firstly, it will help the NZALT National Executive determine the effectiveness of the leadership and support that it currently provides to teachers of languages across the primary, secondary and tertiary education sectors. This is essential to enable us to improve our leadership and the products and services that we offer.

Secondly, we have created an inspirational Vision and identified clear Goals and Objectives to be achieved over the next five years. These Goals and Objectives are focused on taking advantage of the many opportunities that exist for NZALT; not only with the implementation of the new learning area of *Learning Languages* in the New Zealand Curriculum, but also throughout the years that follow, as we strive to establish NZALT as the first point of reference for all teachers of languages.

The defining commitments (pages 4-5) are based on the principles of ‘research into practice’ and ‘evidence into policy. They underpin the Goals and Objectives that are specified within this Strategic Plan.

As current President, I am committed to leading the New Zealand Association of Language Teachers through this exciting period of development, to work with the Executive to create realistic Actions from these Goals and Objectives and to achieve these within the agreed timeframes.

This 2008 – 2012 Strategic Plan has the full support of the current National Executive of NZALT and has been developed collaboratively with the assistance of an experienced outside facilitator, Ms Susan Miller -Thevenard of Develop Assist Services.

Adèle Scott

President, New Zealand Association of Language Teachers



DEFINING COMMITMENTS

Educational Excellence

All NZALT products and services are based on a foundation of the principles research into practice and evidence into policy. NZALT is proud to be committed to:

- Developing, implementing and promoting best pedagogical practice within languages education.
- Integration of educational excellence within all products and services developed.
- Celebrating excellence in teaching practice and student achievement.

Innovation

The governance, management, operations and culture of the organisation consistently enables innovation. Throughout all decision-making processes and the research and development of products and services, NZALT strives to be innovative.

Service Focus

A professional service orientation, supported with a culture of integrity, underpins the research, development and delivery of all NZALT products and services and the consultation and collaboration activities.

Communication

NZALT is proactively and easily communicative – regularly informing members and the wider language teaching community about the specific benefits of NZALT, including:

- Resources.
- Advisory Services.
- Networking opportunities.
- Conferences and Seminars.
- Professional development opportunities.
- Information about new pedagogical and assessment developments in languages education.
- Information about strategic challenges in languages education.

Consultation

Consultation with all members of NZALT, plus languages education experts and the wider education community, will generate constructive feedback about NZALT resources, professional development opportunities and services - to achieve enhanced relevance, quality, character and reliability.



Collaboration

The effectiveness of NZALT work within regions and nationally is enhanced through pro-active collaboration between NZALT regional teams.

NZALT will also collaborate with partners of like mind, so that languages education impacts positively on other groups and on New Zealand society.

Networks

Pro-active and strongly supportive networks enable the achievement of NZALT strategic goals and objectives. These networks also provide an effective conduit which enables NZALT to stay connected with the grass roots of languages education at primary, secondary and tertiary levels.

Expertise

NZALT sustains a reputation as an organisation of inspiring experts in languages education, who lead the development of languages education at all levels in New Zealand – who generously provide the best support and resources for second language teachers to become experts – who make languages an essential experience for school students in New Zealand.

Advocacy

NZALT advocates on behalf of all language teachers in New Zealand, and NZALT Regional Committees, to ensure the growth and health of languages education in New Zealand, through a commitment to:

- Staying abreast of developments which have the potential to impact on NZALT and languages education.
- Contributing to the development of relevant policy and procedures by organisations such as the Ministry of Education and the New Zealand Qualifications Authority.
- Contributing to the development and implementation of curriculum and resources relevant to languages education in New Zealand.

Efficiency & Continuous Improvement

NZALT is committed to investing in the time and resources required to become increasingly efficient and sustain continuous improvement of the organisation, so that:

- The product and service research, development and delivery operations are continuously improving.
- The work-load of Volunteers is rational and rewarding and it is a joy for people to be involved with and contribute to NZALT.

Technology

NZALT strives to adopt and use innovative information and communication technology to meet the needs of language teachers and the organisation more effectively and efficiently.



STRATEGIC VISION

NZALT thrives as an inspirational professional organisation, which embraces and pro-actively promotes languages and languages education, to benefit New Zealanders.

Positioned at the cutting edge of languages education, NZALT is widely recognised with consistent credibility, for actions which:

- Realise educational excellence and innovation in languages education.
- Inspire and strengthen the work of all language teachers in New Zealand.
- Provide unique practical, reliable, quality and high value products and services of superior quality.
- Make languages an essential experience for school students in New Zealand.

NZALT is a fun and rewarding organisation to be involved with.



STRATEGIC GOALS

Goal One: Organisational Structure

The organisational constitution, structure, capability and capacity of NZALT will enable the organisation to achieve the Strategic Vision, Goals and Objectives in the 2008 – 2012 Strategic Plan.

Goal Two: Organisational Administration

Policy, Procedures and Systems will be developed, so that NZALT is governed, managed and operated to a consistently high professional standard with a high quality service orientation.

Goal Three: Financial Sustainability

NZALT will become a financially sustainable entity to enable the ongoing development and provision of relevant innovative, leading edge products and services – which support, encourage, engage, enhance and inspire the teaching and learning of languages.

Goal Four: Succession

NZALT National Executive will ensure that the organisation retains its capability and capacity, institutional knowledge and strategic relationships and maintains its focus on achieving the organisation's Strategic Vision, Goals and Objectives.

In addition to this, NZALT will also endeavour to influence succession of language teachers and the on-going commitment to languages education in New Zealand.

Goal Five: Strategic Positioning

NZALT will operate strategically and competitively within the languages education sector, the education sector and the wider languages environment to achieve a position of authority, influence and strength, so that:

- NZALT products and services are unique and widely recognised for the highest levels of expertise, innovation and quality.
- The name NZALT is synonymous with second language learning in schools, with key stakeholders and interest groups.
- The NZALT profile is increased as the authority for second language teaching and learning.
- Membership numbers increase and membership involvement increases. (15 – 20%)
- Membership satisfaction levels increase.
- Partnership opportunities are secured more readily.



Goal Six: Academic Research

Academic research will be the foundation of the development and implementation of all products and services, advocacy endeavours and advisory activities, to achieve:

- Innovation and cutting edge developments.
- Impact and credibility with advisory services.
- Sustainable impact with advocacy to achieve specific results.

Goal Seven: Communication

NZALT will increase the quality, efficiency and regularity of communication with members, key stakeholders and a wider audience nationally and internationally.

Goal Eight: Partnerships

NZALT will engage in development partnerships, applying a “*hands up Vs hands out*” principle, which will increase the capacity and capability of NZALT to achieve the Vision, Goals and Objectives of the 2008 – 2012 Strategic Plan.

STRATEGIC OBJECTIVES and ACTIONS

Goal One: Organisational Structure			
The organisational constitution, structure, capability and capacity of NZALT will enable the organisation to achieve the Strategic Vision, Goals, Objectives and Actions of the 2008 – 2012 NZALT Strategic Plan.			
Objectives	Actions	Timeline	KPR*
1.1 Finalise portfolios to reflect the key areas of work to be undertaken by the National Executive to achieve the NZALT 2008 – 2012 Strategic Plan.			
1.2 Complete a capability and capacity review to ascertain the needs of each portfolio, to achieve the Vision, Goals, Objectives and Actions of the NZALT 2008 – 2012 Strategic Plan.			
1.3 Make the necessary secondments to the National Executive, to ensure that the necessary capabilities and capacity are in place to implement the NZALT 2008 – 2012 Strategic Plan.			
1.4 Provide professional development for National Executive members to enhance their capability to implement the NZALT 2008 – 2012 Strategic Plan.			

* KPR = Key Person Responsible

Goal Two: Organisational Administration

Policy, Procedures and Systems will be developed, so that NZALT is governed, managed and operated to a consistently high professional standard with a high quality service orientation.

Objectives	Actions	Timeline	KPR
2.1 Complete Policies and Procedures for NZALT functions, using those from similar well reputed and effective service organisations to assist.			
2.2 Complete templates for product and service research and development processes, to achieve consistent innovation and quality of products and services.			
2.3 Complete templates to achieve process efficiencies throughout all operations of the NZALT National Executive.			
2.4 Organise the structure and process of the NZALT National Executive meetings and the Portfolios, Secretary and Treasurers roles so that they are efficient, effective and achieve results – and it is easy and a joy to be involved.			

Goal Three: Financial Sustainability			
<p>NZALT will be a financially sustainable entity, to enable the ongoing development and provision of relevant innovative, leading edge products and services; to support, encourage, engage, enhance and inspire the teaching and learning of languages.</p>			
Objectives	Actions	Timeline	KPR
<p>3.1 Develop a decision tree and viability specifications, which will be used within the planning and implementation processes for each existing and new product and service.</p> <p>The viability specifications are based on:</p> <ul style="list-style-type: none"> ▪ The loss making specification. ▪ The break even specification. ▪ The profit making specification. 			
<p>3.2 Generate income from alternative sources, to enable NZALT to achieve the Vision, Goals, Objectives and Actions of the NZALT 2008 – 2012 Strategic Plan and to enable ongoing development into the future as a sustainable organisation.</p> <p>These alternative sources include:</p> <ul style="list-style-type: none"> ▪ Sponsorships for research / product and service development / professional development services. ▪ Partnerships which generate project funding for research / product and service development. ▪ Commercial ventures, undertaken within the education sector and wider commercial communities, which generate a profit. 			
<p>3.3 Provide sponsorships / subsidies, for members / non-members / students to attend conferences and professional development opportunities, in New Zealand and internationally.</p>			

Goal Four: Succession

NZALT National Executive will ensure that NZALT retains its capability, capacity, institutional knowledge and strategic relationships and that it maintains its focus on achieving the Strategic Vision, Goals and Objectives.

NZALT will also collaboratively influence the succession of languages teachers and the on-going commitment to languages education in New Zealand.

Objectives	Actions	Timeline	KPR
4.1 Develop a National Executive Succession Plan, including: <ul style="list-style-type: none"> ▪ Induction Programme for new Executive members. ▪ Guidelines for retention and transfer of institutional knowledge. ▪ Guidelines for development and maintenance of strategic relationships. 			
4.2 Collaborate with key stakeholders who are willing and able to commit to develop and implement a Languages Education Succession Plan.			
4.3 Develop a Languages Education Succession Plan focussed on: <ul style="list-style-type: none"> ▪ Improved pre-service languages education – specialisation and non-specialisation. ▪ Engaging and retain male educators specialising in languages education. ▪ Engaging younger teachers specialising in languages education. ▪ Transfer of knowledge from older, experienced, successful languages educators to younger languages educators. 			

Goal Five: Strategic Positioning

NZALT will operate strategically and competitively within the languages education sector, the education sector and the wider languages environment to achieve a position of authority, influence and strength, so that:

- NZALT products and services are widely recognised for the highest levels of expertise, innovation and quality.
- The name NZALT is synonymous with second languages learning in schools, with key stakeholders and interest groups.

Objectives	Actions	Timeline	KPR
5.1 Complete market research to understand the trends with the wants and needs for products and services of NZALT members; primary, secondary and tertiary second language teachers nationally; primary, secondary and tertiary second language students and other key stakeholders.			
5.2 Complete market research to understand the products and services of competitors.			
5.3 Identify target markets for NZALT products and services and develop a broad, expandable information and communication database for each target market, including: <ul style="list-style-type: none"> ▪ Year seven and eight teachers. 			

<p>5.4 Develop existing and new products and services with benefits which meet the needs of the specific target markets, and are differentiated by being:</p> <ul style="list-style-type: none"> ▪ Easily useful. ▪ Innovative, inspirational and fun. ▪ Containing expert material which is clearly linked to the learning outcomes in the new curriculum. ▪ Clearly explained link to achieving specific NEG's and NAG's. 			
<p>5.5 Develop a promotion strategy for each of the products and services which will achieve increased response from the broader target markets and increase the use / purchase of NZALT products and services.</p>			
<p>5.6 Develop a pricing strategy for each of the products and services, using best business practice and the viability specifications, with a focus on viability and competitiveness.</p>			
<p>5.7 Develop and implement a sponsorship / partnership strategy to secure funding for specific products and services.</p>			

Goal Six: Academic Research

Academic research will be the foundation of the development and implementation of all products and services, advocacy endeavours and advisory activities, to achieve:

- Innovation and cutting edge developments.
- Impact and credibility with advisory services.
- Sustainable advocacy impact which achieves specific results.

Objectives	Actions	Timeline	KPR
6.1 Develop a long-term Research Plan and Budget which is focussed on: <ul style="list-style-type: none"> ▪ Languages teaching and learning for Years 7 & 8. ▪ The impact of second languages learning in New Zealand. ▪ Best practice pedagogy for languages teaching and learning. ▪ Assessment Exemplars for Languages teaching and learning. 			
6.2 Facilitate academic research in partnership with key stakeholders.			

Goal Seven: Communication

NZALT will increase the quality, efficiency and regularity of communication with members, key stakeholders and a wider audience nationally and internationally.

Objectives	Actions	Timeline	KPR
7.1 Develop and regularly use effective channels of two - way conversation will enhance the communication between NZALT National Executive and key NZALT Regional committees and NZALT members; for the purposes of consultation, information sharing and collaborative projects.			
7.2 Pro-actively promote the roles, benefits, achievements and products and services by communicating with primary, secondary and tertiary second language teachers; principals and senior management; primary, secondary and tertiary trainees and students.			
7.3 Raise awareness of the roles, benefits and achievements of NZALT within a wider audience, including potential strategic partners.			
7.4 Increase efficiency and impact of communication using modern information and communication technology.			

Goal Eight: Partnerships

NZALT will engage in development partnerships, applying a “*hands up Vs hands out*” principle, which will increase the capacity and capability to achieve the Vision, Goals and Objectives of the 2008 – 2012 Strategic Plan.

Objectives	Actions	Timeline	KPR
8.1 Proactively develop a partnership with the Ministry of Education, to lead and support the development and implementation of the new Learning Languages Area of the New Zealand Curriculum.			
8.2 Develop and strengthen action – based relationships with the following existing and potential partners: <ul style="list-style-type: none"> ▪ Government agencies – MOE / NZQA. ▪ Professional Organisations – SLAs / STA / SSSs. ▪ Industry Organisations – NZEI / PPTA. ▪ Pre-service providers / Polytechnics / Universities. 			
8.3 Develop partnerships with organisations, outside the education sector, who have a stake holding in the area of languages and an interest in development within the area.			