

OEAQ 2008-2009

DRAFT STRATEGIC AND OPERATIONAL PLAN

MISSION

By promoting outdoor education as a means of learning and by developing professional practice in outdoor education, the OEAQ will contribute towards developing thoughtful, knowledgeable and skilled professionals who can participate in creating and maintaining sustainable communities.

VALUES

Environmental

The OEAQ values understanding the inter-relatedness of people and the environment that sustains them through learning experiences based on:

- People as in integral part of the global ecosystem
- Ecologically sustainable use of natural resources
- Interactions between the bio-physical, social and cultural elements of the environments in which people live; and
- Positive relationships between people and nature

People

The OEAQ values active, informed participation of individuals in communities through:

- Personal and social development
- Informed decision making
- The understanding of social and cultural diversity

Learning & Leadership

The OEAQ values quality life-long learning and leadership through experiences which are:

- First hand
- Relevant
- Interactive
- Holistic
- Interdependent
- Integrative
- Safe
- Reflective

OBJECTIVES

The objectives on which the organisation is established are:

- To advance the cause of outdoor education in Queensland.
- To provide for dissemination of information on outdoor education through such means as a newsletter, seminars or meetings.
- To facilitate training of outdoor educators by conducting seminars and training courses and to help promote such courses conducted by outside bodies.
- To formulate policy on safety standards and leadership qualifications for outdoor education programs and to seek ways of implementing such policy.

- To liaise with kindred associations, training centres, and other organisations or institutions interested in outdoor education.
- To be available to act on an advisory capacity regarding the implementation of outdoor education programs in Queensland.

DRAFT

STRATEGIES 2008-2009

OEAQ has determined that its key strategies for 2008-2009 are focused around:

- Advocacy
- Marketing
- Structure/Governance
- Professional Development
- Education
- Membership

ADVOCACY

Create a strategic working group consisting of key stakeholder representatives in positions of influence to oversee further development and implementation of initiatives and structures within OEAQ.

MARKETING

Develop a mechanism for detailed data collection to assist with ongoing marketing and advocacy initiatives.

STRUCTURE/GOVERNANCE

Adopt the recommendation to create a committee structure which deals with key functions:

- Membership services
- Professional Development
- Education
- Advocacy/Promotion/Marketing

Negotiate Memorandums Of Understanding (MOUs) with key stakeholders to qualify and quantify service delivery (eg. QORF)

PROFESSIONAL DEVELOPMENT

Begin negotiations with industry, TAFE and regional universities to reinstate tertiary qualifications in Outdoor Education in Queensland

EDUCATION

Pursue a partnership between key stakeholders to jointly fund an Outdoor Education Liaison Officer to focus on engaging with critical partners.

MEMBERSHIP

Instigate a one-on-one relationship-based approach to developing new membership and value-adding to existing membership.

OEAQ OPERATIONAL PLAN 2008-2009

| STRATEGIES | ACTIONS | POTENTIAL PARTNERS | START DATE | RESPONSIBILITIES |
|---|--|---|------------------|-----------------------|
| <p>STRUCTURE/GOVERNANCE Adopt the recommendation to create a committee structure which deals with key functions:</p> <ul style="list-style-type: none"> • Membership services • Professional Development • Education • Advocacy/Promotion/Marketing | <ol style="list-style-type: none"> 1. Hold a committee meeting to adopt the proposed structure. 2. Establish sub-committee chairs from within the existing management committee. These committees will be responsible for the operational aspects of OAEQ's activities. 3. Develop role statements for sub-committee chairs and terms of reference for sub-committees. 4. Develop action plans for each sub-committee. 5. Ensure that sub-committees formally report against the action plans to the management committee at each OEAQ meeting. 6. Monitor the implementation of the action plan outcomes. | <ul style="list-style-type: none"> • Internal | <p>May 2008</p> | <p>OEAQ Executive</p> |
| <p>ADVOCACY Create a strategic working group consisting of key stakeholder representatives in positions of influence to oversee further development and implementation of initiatives and structures within OEAQ.</p> | <ol style="list-style-type: none"> 1. Develop terms of reference for the working group which establish the relationship between the group and the OEAQ Management Committee. This document should outline: <ul style="list-style-type: none"> • Purpose • Objectives • Desired Outcomes • Code of Conduct • Structural Relationship to OEAQ • Frequency of Meetings • Roles of Strategic Working Group Members • Entry and Exit Procedures • Term of Membership 2. Undertake informal discussions with proposed working group members 3. Formally invite proposed working group members to attend. 4. Develop an action plan for the Strategic Working Group at the first meeting. 5. Monitor the implementation of the action plan outcomes. | <ul style="list-style-type: none"> • Universities • Burnett Mary Regional Group for NRM • Glynn Thomas (La Trobe) • John Lockhart (Sunshine Coast Principal) • Terry Kearney (Assistant Director General Education Queensland) • Jackie Kiewa (ex Griffith lecturer) • Norm Hunter (ex Principal, Hillbrook College) | <p>June 2008</p> | <p>OEAQ Executive</p> |

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|---|--|--|---|--|
| <p>STRUCTURE/GOVERNANCE Negotiate Memoranda of Understanding with key stakeholders to qualify and quantify service delivery (eg. QORF)</p> | <ol style="list-style-type: none"> 1. Analyse existing gaps or duplications of service delivery between OEAQ and potential partners. 2. Determine OEAQ's role in servicing the gaps and/or duplications. 3. Develop proposals to potential partners. 4. Establish meetings with decision-makers within potential partner organisations (the Strategic Working Group may assist here). 5. Once an agreement has been reached, draft a Memorandum of Understanding (MOU) with partners identifying roles, relationships, terms and conditions. 6. Implement the actions required to service the MOU. | <ul style="list-style-type: none"> • QORF • Education Queensland • Maroon Outdoor Education Centre | December 2008 | OEAQ Executive |
| <p>PROFESSIONAL DEVELOPMENT Begin negotiations with industry, TAFE and regional universities to reinstate tertiary qualifications in Outdoor Education</p> | <ol style="list-style-type: none"> 1. Bring the issue to the attention of the Strategic Working Group. 2. Devise a strategy through the SWG. 3. Consult with possible partner universities (such as La Trobe, CQU, USQ, USC). 4. Involve key personnel within TAFE in discussions to ensure articulation opportunities. | <ul style="list-style-type: none"> • RTQ • Universities • TAFE | July 2008 | Professional Development Sub-Committee Chair (OEAQ) Strategic Working Group |
| <p>EDUCATION Pursue a partnership between key stakeholders to jointly fund an Outdoor Education Liaison Officer to focus on engaging with critical partners.</p> | <ol style="list-style-type: none"> 1. Bring the issue to the attention of the Strategic Working Group. 2. Devise a strategy through the SWG. 3. Develop a proposal for funding (including position description, operational plan for the position, desired outcomes, budget, funding required, benefits to funding partners). 4. Undertake formal consultation with possible partners (including key operators/stakeholders). 5. Negotiate terms and conditions as required. | <ul style="list-style-type: none"> • EQ • QORF • Queensland Water Infrastructure (QWI) • Key operators | July 2008 <i>(note: budget submissions will probably have to be made in early 2009 for delivery in 2009-10 financial year)</i> | Education Sub-Committee Chair (OEAQ) Strategic Working Group |

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|---|--|--|------------|---|
| <p>MARKETING Develop a mechanism for detailed data collection to assist with ongoing marketing and advocacy initiatives.</p> | <ol style="list-style-type: none"> 1. Define what data is required by OEAQ to assist with marketing and advocacy activities. 2. Identify specific methodologies for collecting, entering and analysing the data. 3. Consult with potential partners to determine if formal partnering arrangements are possible, thus minimising cost. 4. Ensure the ongoing sustainability of the devised approaches. | <ul style="list-style-type: none"> • Universities • Operators • Members | June 2008 | Advocacy/Marketing Sub-Committee Chair (OEAQ) |
| <p>MEMBERSHIP Instigate a one-on-one relationship-based approach to developing new membership and value-adding to existing membership.</p> | <ol style="list-style-type: none"> 1. Call individual members to ascertain levels of service and future opportunities. 2. Document findings. 3. Report on findings at OEAQ Management Committee meeting. 4. Develop an ongoing schedule of consultation with existing members and personal contact with new and re-joining members. | <ul style="list-style-type: none"> • Internal | June 2008 | Membership Sub-Committee Chair (OEAQ) |