



STRUCTURE PLAN 2018–20

The following was drawn up following meetings in Gozo on 18 August and 15 September, 2017, in Malta on 29 September, 2017, and a public survey concluded in November 2017. It was approved at a joint meeting of the Malta and Gozo Steering Committees at Mġarr, Gozo, on 18 November 2017.

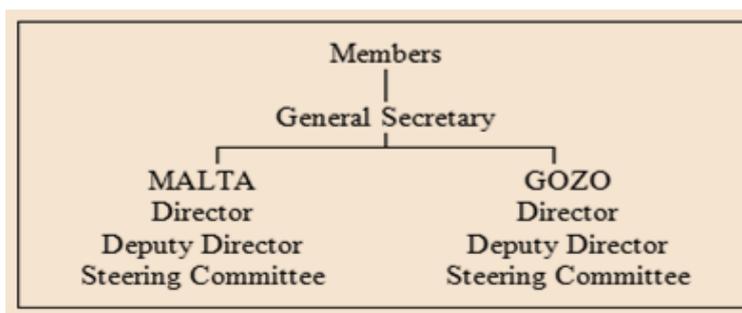
The **MISSION** of this Structure Plane is to take the Foundation to a new level of operation by developing it from an activity-based to a member-based organisation.

RATIONALE: Since its establishment in 2012, the Foundation has mostly concentrated on organising public activities assuring itself of their (1) quality and (2) consistency. The activities mainly consisted of (1) public talks, (2) short courses and (3) a tri-annual magazine. These were held in Malta and Gozo except for the courses, which were offered only in Malta. Though the Foundation consistently had a number of members, these were generally not included in decision making processes, which were exclusively confined to separate Steering Teams in Malta and Gozo. Though useful to the launching and stabilisation of the Foundation within the local public educational sphere, this structure kept its members structurally marginalised, and hampered recruitment due to lack of membership incentives and benefits. The structural change will enhance members' strategic importance by placing them at the very centre of the organisation's operations.

The **VISION** of this Structure Plan is to create a financially sound Foundation which is managed and run by a 500-member strong body with effective international connections.

STRATEGY 1 – STRUCTURE OF ORGANISATION

1. The Foundation will have a General Secretary.
2. The Directors of the Malta and Gozo branches will also act as Deputy General Secretaries.
3. The organisational flow-shart will appear in this manner:



TACTIC 1

Definition of roles: The job description of the GENERAL SECRETARY (cfr. new Statute Art. 15) will include the following:

1. To be ex-officio part of every Steering Committee.
2. To carefully vet Malta's and Gozo's yearly financial projections, possibly in comparison to each other, so as to avoid repetition of work, redundancy and unrealistic estimates.
3. To oversee the sharing of expenses between Malta and Gozo in relation to common endeavours, namely with regard to the website, the Annual Lecture, SHARE magazine, and any other such future enterprise (cfr. Strategy 6 on Finance below under 'Addition of new Tactic [A]').
4. To direct the appropriate allocation between Malta and Gozo of common funds received by the Foundation (as per proposal in Strategy 6 on Finance below under 'Addition of new Tactic [B]').
5. To manage and facilitate the transfer of funds from one branch to the other from time to time according to need, especially for strategic purposes (cfr. Strategy 6 on Finance below under 'Addition of new Tactic [C]').
6. To be empowered to set up any sub-committee as need be.

TACTIC 1	<p>Call for applications for General Sec: The appointment of the first General Secretary will be undertaken by an open, and perhaps public, call for applications seeking that the person to be appointed will have the following suitability qualities:</p> <ol style="list-style-type: none"> 1. To be the legal representative of the Foundation (as per Statute). 2. To be a fitting marketeer (the main job of the General Secretary).* 3. To be interested in philosophy (no philosophy degree will be required). <p><i>* While the main task of the branches' Directors will be that of a <u>manager</u> (that is, managing the branches' affairs and undertakings effectively and efficiently), the main task of the General Secretary will be of a <u>marketeer</u>, that is, a person who markets the Foundation's goods and services to the public and to other entities by (1) endeavouring to understand the market and knowing how to move the Foundation's product effectively and efficiently, and (2) using appropriately persuasive means to promote the Foundation as well as its goods and service.</i></p> <p>An appropriate call for applications will be issued directly after approval by the Steering Committees.</p> <p>The body considering and interviewing applicants will be made up of one (1) representative for each of the Malta and Gozo Steering Committees, and one (1) person external to the Foundation.</p>
	<p>Appointments of Gen Sec: Save for the appointment of the first General Secretary, the Statute needs to clarify how successive General Secretaries will be appointed. This needs to be added to the document entitled 'Proposed changes to the Foundation's Statute as per Structure Plan'.</p>
TACTIC 2	<p>Drawing up of updated Statute: The updating of the Statute will be done as thorough as possible. Once completed, the Gozo bye-laws will be repealed and abrogated.</p>
	<p>Malta-Gozo Relation: Meeting of Steering Committees to decide on pooling of resources, area of autonomy, mutual funding, and relation with General Secretary.</p>

STRATEGY 2 – MAIN ORIENTATION OF NEW STRUCTURE	
TACTIC 1	<p>Survey: The public consultation, done and completed by Ian Rizzo on behalf of the Foundation in November 2017, will be kept as a guide to all future operations. Other such surveys will be done from time to time. (See separate document.)</p>
TACTIC 2	<p>Open Steering Committees: All Steering Committee meetings, both in Malta and in Gozo, will be open to all members of the Foundation, sufficiently announced beforehand on the website with the posting of the proposed agenda. All non-Steering members will attend the meetings without a right to vote.</p>
TACTIC 3	<p>Recognition of courses by MQRIC: An exploratory meeting with the Malta Qualifications Recognition Information Centre (MQRIC) within the National Commission for Further and Higher Education (NCFHE) will be held in view that the Foundation's courses might obtain recognised qualifications against the Malta Qualifications Framework (MQF). Since MQRIC qualifications may keep the public away from the courses rather than attract them since these would involve exams, if such qualifications are included it must be made clear that the participants need not sit for examinations.</p>
TACTIC 4	<p>Meetings in Gozo: The Gozo branch will continue to explore (1) how the public meetings will be more philosophically engaging, and (2) how to give access to smaller philosophy activity groups of sorts.</p>
TACTIC 5	<p>Open socials (in both Malta and Gozo): Since the main focus of the Foundation is on sharing philosophy, and not social activities, the latter will be left to the particular choice of each branch, and not be part of the Structure Plan. On the other hand, the social aspect of the Foundation's regular activities will be given due attention.</p>
TACTIC 6	<p>Community of Inquiry: A successful community of inquiry depends on the right person managing it, to which special attention must be given.</p>
TACTIC 7	<p>Cafeteria / Library: The creation of a Philosophical Café to bring members and non-members together in a public friendly forum for the exchange of ideas in a free, informal and tolerant spirit—perhaps including an up-to-date public library housing classical and contemporary books on philosophy, journals, magazines and works of Maltese and Gozitan philosophers—is to be held as a long-term objective.</p>

STRATEGY 3 – MEMBER RETAINMENT = ABSOLUTE PRIORITY	
MAIN TACTIC	All of the Foundation’s operations will be conducting with the absolute aim of retaining members, which implies increasing annual memberships. The targets will be a membership retainment of circa 350 in Malta and circa 150 in Gozo.
TACTIC 1	SHARE: Posting of SHARE magazine to all members
TACTIC 2	Consultation: Constant consultation on all open activities
TACTIC 3	Feedback: Request of constant feedback
TACTIC 4	Friends: Establishing friend recruitment incentives for current members
TACTIC 5	Promotion: Planning a wide promotional exercise
TACTIC 6	Merchandise: Investing in merchandise, including a Welcome Pack which, apart of the necessary information, will be compiled with imagination, intelligence and fun.
TACTIC 7	Media: Conducting on-going media PR exercises

STRATEGY 4 – MEDIA & COMMUNICATION	
TACTIC 1	SHARE: A call for applications will be issued to engage an Editor for the magazine whose tasks will include, through appropriate undertakings, the management of the magazine’s entire production process.
TACTIC 2	Website: The Foundation will invest in a professional website in view of it being a cyber hub of activity. The website will include members’ ID and PIN, and members’ section, a gateway for online payments, and ongoing forums.
TACTIC 3	TV/radio programmes: The Foundation will seek to produce and present programmes on the national TV and/or radio stations through public funding with the specific aim of encouraging the public <i>to ask questions</i> .

STRATEGY 5 – INTERNATIONAL RELATIONS	
MAIN OBJECTIVE	International relations will be established in view of: (1) Being recognisable abroad as a local philosophical partner; (2) Having foreign support; (3) Supporting foreign initiatives; and (4) Making a presence in international fora.
TACTIC 1	Contacts: Permanent and solid contacts with philosophical international bodies will be forged through the <i>International Federation of Philosophical Societies</i> (FISP).
TACTIC 2	Affiliation: Affiliation to philosophical national bodies of special interest will be explored.
TACTIC 3	SHARE exchange: SHARE magazine will be exchanged with foreign philosophical bodies. While physical magazines received will be made available to members during the Foundation’s activities, online magazines might be made available to members subject to an appropriate gateway.
TACTIC 4	EU projects: Partnership commitment in EU projects taken up by foreign philosophical bodies will be sought.
TACTIC 5	INTERNATIONAL PRIZE: The awarding of a prize for the most interesting happening in philosophy throughout the previous year, both locally and abroad, which contributes to the development of philosophy, will be explored as a long-term project.

STRATEGY 6 – FINANCIAL MATTERS	
MAIN OBJECTIVE	Strengthen the organisation’s financial situation in order to: (1) Be commercially self-sufficient; (2) Adequately meet the costs of a professional management set-up, events, activities, publications, information dissemination, and attracting high quality speakers and lecturers; and (3) Make an annual surplus to fund the long-term objectives (such as the establishment of an editorial house, a library, a research unit, and a Philosophy Coffee Shop).
TACTIC 1	Budgets: The branches’ will prepare a yearly financial projection. These will be submitted to the General Secretary for vetting before being eventually published. This will be one of the main jobs of the General Secretary, and will guarantee the proper coordination and harmonisation between the branches.
TACTIC 2	Financial loans: Loans will be made from (1) Institutions/Legal persons with low interest rates, and (2) Foundation members. In the latter case, borrowing will <i>not</i> be presented as, or called, a “loan” but designated by some other term (‘contribution’, ‘subsidy’, ‘grant’, ‘aid’, ‘financial backing’, etc.) — A ‘loan’ might have legal implications, both vis-à-vis the creditor and his/her heirs, which the Foundation might want to avoid; also, the creditor might not want the money to be specifically a loan but a way of supporting activities which he/she likes and approves of, and might ultimately not want the money back. Legal advice is recommended.
TACTIC 3	Sharing common expenses: The branches’ common endeavours, namely with regard to the website, the Annual Lecture, SHARE magazine, and any other such future enterprise, will be financed <i>proportionally</i> , that is, in relation to the respective number of members. NOTE: <i>This principle of ‘membership proportionality’, here and below, is based on the idea that each membership fee is virtually paid to finance activities including the common endeavours. Hence, income from the membership fees will be outlaid correspondingly.</i>
TACTIC 4	Receiving common funds: Funds received by the Foundation as a whole (not by Malta or Gozo specifically), e.g. through bequest, legacy, donation, endowment, etc., will be allocated to the branches by <i>membership proportionality</i> , as explained above.
TACTIC 5	Transfer of funds: The General Secretary will manage and facilitate the transfer of funds from one branch to the other principally for strategic purposes, that is, whenever the General Secretary—either on his/her own behalf and/or when requested by a branch—perceives that the Foundation needs to invest in a particular endeavour which can be offered by one branch for which funds are available at another branch. In such cases, the General Secretary will request funds from the Steering Committee of the contributing branch and effect an apposite transfer to the receiving branch.
TACTIC 6	Speakers’ remuneration: Though a small remuneration will be offered to people contributing to the Foundation’s activities—say thirty euros (€30) for the monthly speakers, and seventy-five euros (€75) for the course lectures—in no way must this measure be presented as a payment since it may put off people accepting invitations to talk, and certainly cannot stand for a professional fee.
TACTIC 7	Reduction incentives: A reduction scheme will be set in motion for activity fees, e.g. for spouses, seniors, students, returning participants, etc.
TACTIC 8	Financial publication: The yearly financial situation will be published on the website to assure transparency and accountability.

Mgarr, Gozo: 18 November 2017

PERSONAL NOTES: