

***Pennsylvania Association of School
Administrators***

***Strategic Plan
2007-2012***

***Adopted by the PASA Board of
Governors
January 18, 2007***

PASA Strategic Plan, 2007-2012

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The Mission of PASA

The Pennsylvania Association of School Administrators, recognizing the importance of educational leadership, is actively committed to achieving quality public education for all learners through strategic advocacy of pertinent positions, forward-thinking professional development, and vigorous support of its members.

The Vision

PASA's primary focus is supporting top executives in public education in Pennsylvania. It designs its programs and services so that school leaders have a supportive network for dealing with the complexity, responsibility, and challenges of their role. While preserving services to this core constituency, PASA recognizes that another role of top leadership is creating *leader-full* organizations – organizations where leadership is distributed throughout the system.

PASA has a role going forward:

- As supporter of individual members
- As catalyst for developing a broad agenda for education in Pennsylvania
- As influencer
- As developers of leaders
- As the voice of educational leadership, defining leadership in public education

High-Value Services To PASA Members

PASA pursues its mission through provision of services in five key areas.

PASA members have identified the services listed below as those with the highest value to them and as areas of existing strength within the organization. This identification emerged from appreciative interviewing completed by the Strategic Planning Steering Committee, members of the Board of Governors and the Legislative Committee, and a selection of superintendents (experienced and in their first term), members other than superintendents, and eligible non-members. In addition to characterizing each area, we have included illustrative quotes gathered in the interview process.

- Advocacy For Students, Schools, and Effective Educational Practices: PASA frames and advocates student-centered, school-supportive policies and positions to the Pennsylvania legislature, the PA Department of Education, and to other professional organizations. PASA “carries the message” to decision-makers and to the general public through oral and written testimony to government bodies, and dissemination of written positions.
 - *Superintendents are the public advocates for children. Who advocates for Superintendents if not for PASA?”*

- *“PASA serves as the voice or watchdog for small, rural school districts.”]*
 - *“Together we have more influence than alone.”*
 - *“I joined PASA because of [it’s] reputation for representing the views and interests of commissioned officers.”*

- **Ready Access To Current Information:** Through e-mails, web-site postings, newsletters, meetings and other mechanisms, PASA assures that its members have timely access to information on a wide variety of topics related to performance as an education leader.
 - *“I’m extremely pleased with the quality and reliability of information from PASA over the years.”*
 - *“PASA has been at the forefront in providing legislative information to Superintendents.”*
 - *“[I value highly] the organization-to-administrator interaction and good communication with the membership.”*

- **Support For Continuing Professional Development: Networking & Professional Education Opportunities:** PASA supports the continuing professional development of educational leaders, through a balanced combination of formal educational programs such as the New Superintendent Academy and Education Congress, informal networking opportunities, state conferences, national conference, regional meetings, and “embedded professional education” through participation in standing committees, ad hoc task forces, and elected positions within the organization.
 - *“The job of Superintendent can be very lonely. PASA affords me the opportunity to share with other Superintendents.”*
 - *“Involvement in a committee has made me feel useful to the organization as a practitioner and given me a reason to participate more fully in the association.”*
 - *“[I value highly] connections with PASA and individuals for professional growth opportunities and collaboration on common issues, areas of concern and opportunities for improvement of practices.”*
 - *“The Education Congress ... provides activities and topics of high interest for people and time for professional networking.”*
 - *“[Current strengths of PASA include:] the Education Congress; New Superintendents’ workshop; workshops for aspiring Superintendents; state conferences; networking...”*

- **Services & Support To Individual Members:** PASA offers consultation to individual members on contracts, legal advice, and provides a non-judgmental general advice/listening ‘ear.’
 - *“[I value highly] the personal contact, guidance, support, and confidentiality from the Executive Director”*
 - *“[I value highly] the personal support about my contract and dealing with a difficult Board.”*
 - *“I have received very good assistance with developing contracts. [The staff is] responsive to members.”*

- **Networking and Mentoring Support For Female Administrators:** PASA’s Women’s Caucus provides opportunities for female administrators and aspiring female

administrators to network, receive and provide mentoring, participate in professional development addressing the special needs of female administrators.

- *“It was very important to me to meet women in these roles, to have the opportunity to connect, to receive counsel and positive support, to see this as a viable career goal.”*
- *“[I have a] very positive impression of the Women’s Caucus. Mentorship works.”*
- *“My first experience with PASA was [as a presenter] at the Women’s Caucus conference many years ago... My first impression was of a highly professional, serious-minded organization, organized and enthusiastic about advocating for students, public schools, and those who play leadership roles.”]*

ACTION AGENDA 2007-2012

The pages that follow delineate nine strategic initiatives that will frame development of annual work plans for PASA.

PASA Strategic Planning: Initiative Planning Recommendations

Advocacy for Students, Schools & Effective Educational Practices

<p>Initiative: Co-Create/Co-Convene an educational summit with other educational organizations to:</p> <ul style="list-style-type: none"> - Find common voice -Set common ground agenda for educational advocacy and related collaborative services
<p>Who Charged To Pursue: Executive Director/President</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Summit as structure, not a single event – an event may be used to initiate the structure and ongoing process; • Ensure that our approach is sensitive to the need for co-ownership and co-credit for initiation with other ed organizations • Identify achievable, manageable goals
<p>Authority/Resources Needed: Time; workers; buy-in... Funds for advertising, location, meals, materials.... – implied budget, fees...</p>
<p>Implications for PASA Structure/Organization: Limited staff for organizing and supporting such an initiative</p>
<p>“Big Questions” for Board of Governors:</p> <ul style="list-style-type: none"> • Seeing the importance of this collaboration and our ‘sublimation’ of our initiation; • Willingness to allow such a process to influence/shape the PASA agenda (based on notion of “common ground”)

PASA Strategic Planning: Initiative Planning Recommendations

Advocacy for Students, Schools & Effective Educational Practices

<p>Initiative: Advocate with legislators <u>as</u> PASA representatives; create resources supportive of member advocacy as PASA reps.</p>
<p>Who Charged To Pursue: Legislative Committee (with links to Communications & Technology Committee)</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Training structure for members – how to be seen and acting as “PASA representatives” and not be seen and perceived as speaking for one’s own LEA alone. Perceptions of collective advocacy. • Creation of advocacy resources (e.g., talking points, methods of approach, sources of information...) • Develop methods for sharing information/feedback re: contacts made, relationships built between PASA members and particular legislators...
<p>Authority/Resources Needed: Time/people to develop the resources</p>
<p>Implications for PASA Structure/Organization: Personnel, contracted services....?</p>
<p>“Big Questions” for Board of Governors:</p>

PASA Strategic Planning: Initiative Planning Recommendations

Advocacy for Students, Schools & Effective Educational Practices

<p>Initiative: Create a collaborative partnership with Higher Education to ensure alignment between teacher and administrator preparation programs and LEA needs</p>
<p>Who Charged To Pursue: Certification Committee (with expanded charge)</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Could be initiated on basis of the “Training America’s Teachers“ report • Consider looking at all preparation programs (SSHE system, state-related and independent institutions) • Identify a region within which there is joint interest and pre-existing collaboration between LEAs and IHEs – fertile ground for starting point
<p>Authority/Resources Needed: Time (both staff and members)</p>
<p>Implications for PASA Structure/Organization:</p> <ul style="list-style-type: none"> • Title and charge of committee – expanded charge OR new committee • An opportunity to reach out to more members for participation – including other central office administrators and aspiring administrators • Partnerships with others – e.g., PACTE, and the other usual suspects
<p>“Big Questions” for Board of Governors: A huge shift in the mission of PASA – endorse this shift?</p>

PASA Strategic Planning: Initiative Planning Recommendations

Provide Continuing Professional Development & Networking

<p>Initiative: Expand professional development opportunities to experienced superintendents</p>
<p>Who Charged To Pursue: Professional Development Committee (as the umbrella over-seeing all professional development initiatives)</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Alignment with evolving PDE regulations re: Act 48 • Consider – technology (online delivery); regional delivery • More offerings, more often, regionally accessible
<p>Authority/Resources Needed:</p> <ul style="list-style-type: none"> • People, time – organizing, logistics...office coordination of delivery • Possible infrastructural investment for delivery systems?
<p>Implications for PASA Structure/Organization:</p> <ul style="list-style-type: none"> • Sub-committees (additional people) for targeted audiences under the Professional Development Committee umbrella • Opportunities for expanded member participation in delivery within regions
<p>“Big Questions” for Board of Governors:</p>

PASA Strategic Planning: Initiative Planning Recommendations

Provide Continuing Professional Development & Networking

<p>Initiative: Expand professional development opportunities to first-term Superintendents</p>
<p>Who Charged To Pursue: Professional Development Committee (as the umbrella over-seeing all Prof Dev initiatives)</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Alignment with evolving PDE regulations re: Act 48 • Consider – technology (online delivery); regional delivery • Create formal mentoring activities (multi-year); ongoing experiences beyond the “New Superintendents Academy” • More face-to-face experiences • Expanded New Superintendents Academy – multi-year continuation of cohorts • More offerings, more often, regionally accessible
<p>Authority/Resources Needed:</p> <ul style="list-style-type: none"> • People, time – organizing, logistics...office coordination of delivery • Possible infrastructural investment for delivery systems?
<p>Implications for PASA Structure/Organization:</p> <ul style="list-style-type: none"> • Subcommittees (additional people) for targeted audiences under the Professional Development Committee umbrella • Opportunities for expanded member participation in delivery within regions
<p>“Big Questions” for Board of Governors:</p>

PASA Strategic Planning: Initiative Planning Recommendations

Provide Continuing Professional Development & Networking

<p>Initiative: Expanded professional development opportunities to aspiring commissioned officers</p>
<p>Who Charged To Pursue: Professional Development Committee</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Incorporating networking • Alignment with evolving PDE regulations re: Act 48 • Consider – technology (online delivery); regional delivery • More face-to-face experiences
<p>Authority/Resources Needed:</p> <ul style="list-style-type: none"> • People, time – organizing, logistics...office coordination of delivery • Possible infrastructural investment for delivery systems?
<p>Implications for PASA Structure/Organization:</p> <ul style="list-style-type: none"> • Sub-committees (additional people) for targeted audiences under the Professional Development Committee umbrella • Opportunities for expanded member participation in delivery within regions
<p>“Big Questions” for Board of Governors: What services and support should PASA provide to commissioned officers who are not superintendents?</p>

PASA Strategic Planning: Initiative Planning Recommendations

Ready Access to Current Information/Communication

<p>Initiative: Develop a strategic communications plan (What messages? To Whom? How? Why?)</p>
<p>Who Charged To Pursue: Communications & Technology Committee</p>
<p>Parameters for Planning/Implementation:</p> <ul style="list-style-type: none"> • Regular, two-way electronic communication to – <ul style="list-style-type: none"> ○ unite us ○ support us in own settings ○ provide a mechanism for keeping members engaged • Comprehensive, linked to all functions of PASA • Collaborate with all of PASA committees • Develop/expand PASA research capacity and services to support PASA Advocacy Initiatives and communications needs
<p>Authority/Resources Needed:</p> <ul style="list-style-type: none"> • Additional staff with communication and technology skills – desirable to have an “updating” capacity internally, not always be dependent upon vendors/consultants • Funds for software, hardware, training
<p>Implications for PASA Structure/Organization: Committee large enough? Organized appropriately (representatives from throughout state? 9 people now)</p>
<p>“Big Questions” for Board of Governors: Should there be a “communications & technology” committee? Should “communications” be a charge of the Board of Governors with technology as a way of delivering (and addressing other functions)?</p>

PASA Strategic Planning: Initiative Planning Recommendations

Ready Access to Current Information/Communication

Initiative: Engage members
<p>Notes re Rationale:</p> <ul style="list-style-type: none"> • Develop leaders • Strengthen the organization • Strengthen the core voice of educational leaders • Opportunities to participate (a “pathway” in) • Enfranchise current members who are feeling disenfranchised • Consider initiation of minority and/or additional caucuses to attract associate members and create a supportive career path toward the superintendency for under-represented groups [targeted communication and support to non-supt. administrators]
Who Charged To Pursue: Membership Committee??
Parameters for Planning/Implementation:
Authority/Resources Needed:
Implications for PASA Structure/Organization:
<p>“Big Questions” for Board of Governors:</p> <ul style="list-style-type: none"> • Should PASA continue to have “associate members”? • What is PASA’s responsibility to associate members? What services and support should those members expect and receive? • To what extent do we wish to encourage additional caucuses?

PASA Strategic Planning: Initiative Planning Recommendations

Other

Initiative: Set process for defining expectations and planning for Executive Director succession/ transition
Who Charged To Pursue: Current Exec. Director; Executive Committee
Parameters for Planning/Implementation:
Authority/Resources Needed:
Implications for PASA Structure/Organization:
“Big Questions” for Board of Governors:

ORGANIZATIONAL CONSIDERATIONS

The notes that follow capture several recommendations regarding the nature and structure of the organization itself. PASA members discussed issues of governance, committee functions, and regionalization in light of the organization's mission, vision, valued services and strategic initiatives.

Governance Structure:

PASA will continue to use a three-component, representative leadership structure consisting of:

The Board of Governors, consisting of the officers of the organization elected by the full membership, a representative from each region elected by his or her regional peers, committee chairs and the president of the Women's Caucus, is the ultimate decision-making authority for PASA.

The Executive Committee, consisting of the elected officers of the organization, will provide oversight of contract matters and sensitive individual issues.

The Cabinet, consisting of the Executive Committee plus the chairs of each standing committee, will monitor implementation of the strategic plan through the implementation of the annual work plan of the organization.

This top leadership structure will continue to be supported by several standing committees.

Changes in Committee Structure:

The Strategic Planning Steering Committee recommends that the Partnership With Higher Education Initiative be guided by the **Certification Task Force**, due to its already-existing partnership between LEA and IHE representatives. We recommend, as well, that this current task force be recognized as a Standing Committee upon adoption of the Strategic Plan.

Regions and Functions:

For many of its functions, PASA relies on a regional structure to carry out its work and serve its membership. This regional structure is intended:

- To assure that decisions reflect the diverse needs and interests of educational systems throughout the Commonwealth, and
- To provide opportunities for leadership and active participation for the full membership

PASA will continue to use its current regional structure – based on Intermediate Unit regions – for the following functions:

- Governance
- Face-To-Face Communications
- Mentoring

Note: PASA Superintendent members typically meet monthly within each Intermediate Unit region, convening as the IU's "Superintendents' Advisory Council." It is important that PASA members meet as PASA members within these regions, as well – in effect, "branding" activities of the organization. In most cases, this can be accomplished expeditiously if the regional representative to the Board of Governors works with the IU Executive Director to set aside a portion of each or some of the IU SAC meetings to address PASA business under the leadership of the Board of Governors regional representative.

PASA will explore variations of that regional structure for future delivery of its professional development services, considering as possible regional structures such current alternatives as those used by:

- PASA Women's Caucus
- PASCD
- PAESSP
- PSBA
- PSEA
- PA Inspired Leadership Initiative