



2018-2024 PASA Strategic Plan

as approved by the PASA Board of Governors, Sept. 13, 2018

The PASA 2018-2024 Strategic Plan serves as the guide to focus efforts of the PASA Caucus/Committees. It is both a roadmap with actionable goals and objectives that will take this organization into the year 2024 and a living document that is embedded into the normal/daily administrative and operational activities of PASA to guide our organizational processes and help develop a solid and effective strategic culture.

VISION

PASA is the premier professional organization that cultivates and sustains Pennsylvania school system leaders.

MISSION

PASA develops, supports and serves Pennsylvania school leaders. PASA's mission is to:

- advocate for a strong public education system
- develop leaders through training, continued education and mentoring
- support sustainability of high quality leaders/leadership
- communicate relevant and current educational information
- create a robust statewide collegial network

ORGANIZATIONAL VALUES

PASA stands for, believes in, and exemplifies:

- equity for all
- ethical leadership
- transparent communication
- informed decision making
- fiscal responsibility
- relationship-building
- responsible mentoring
- a commitment to serve educational leaders

CORE COMPETENCIES

PASA's core areas of expertise for assuring a high-quality statewide public education system include:

- leadership for student achievement and growth
- professional development for aspiring, new career, and experienced central office leaders
- legislative advocacy for a successful public education system for all students
- a resource for state and national education information
- legal matters for commissioned officers
- promotion and development of leaders from underrepresented groups

STRATEGIC GOALS & OBJECTIVES

Goal: Advocacy

Represent the voices of school system leaders and enhance their capacity to advocate for high quality public education.

Strategy 1: Expand PASA's capacity to represent the voice of school system leaders through connections and interface with the Governor's Office and the General Assembly. *(Executive Director, Legislative Committee)*

Strategy 2: Expand the capacity of PASA's lobbying efforts through timely and large-volume communications about proposed legislation and critical issues. *(Executive Director, Legislative Committee)*

Strategy 3: Provide training to superintendents, school leaders and school stakeholders on how to advocate for public education. *(Executive Director, Legislative Committee, Board of Governors)*

Strategy 4: Create more grassroots advocacy efforts in local districts. *(Executive Director, Legislative Committee, Board of Governors)*

Strategy 5: Increase PASA's presence at the Capitol through direct lobbying services. *(Executive Director, Legislative Committee)*

Strategy 6: Continue and expand cooperation with other education groups to promote public education. *(Executive Director, Legislative Committee)*

GOAL: Professional Development

Maintain current professional development programs but increase offerings.

Strategy 1: Expand topical-based webinars and streaming programs. *(Professional Development Committee)*

Strategy 2: Provide more one-day, topical-based programs on topics such as personalized learning, safety planning, health care, board-superintendent relationships, local politics, board transitions/ orientation, Act 93 plans, collective bargaining, ethics, work/life balance, social media, sessions for the experienced superintendent, CoSN empowered superintendents, etc. *(Professional Development, Technology and Research & Development committees)*

Strategy 3: Evaluate programs to determine their sustainability. *(Professional Development Committee)*

Strategy 4: Enhance PASA's role within the PASA/PSBA School Leadership Conference and PA Education Leadership Summit. *(Executive Director, Consultant for Professional Development)*

Strategy 5: Enhance support for leaders and aspiring leaders through the expansion of PASA's mentoring program and development of an executive coaching program. *(Professional Development Committee)*

Strategy 6: Assess the professional development needs of varied membership levels and underrepresented groups. *(Professional Development Committee)*

Strategy 7: Identify, create and facilitate professional development programs and other services that address the needs of all levels of membership and underrepresented groups. *(Professional Development Committee)*

Strategy 8: Expand and facilitate professional development opportunities to increase the pipeline of professionals for the positions of superintendent, assistant superintendent and central office. *(Professional Development Committee)*

Strategy 9: Promote collaboration among PASA members through expanded networking opportunities. *(Professional Development Committee)*

Strategy 10: Expand ITQ programs to provide more Act 45 credit opportunities for PASA members. *(Professional Development Committee)*

Strategy 11: Review the role of the Research & Development Committee and its related duties. *(Research & Development Committee, Executive Director, and Consultant for Professional Development)*

GOAL: Membership

Grow membership by showing value to superintendents and other school leaders.

Strategy 1: Explore and pilot new and/or alternative membership opportunities such as district memberships. *(Membership Committee, Board of Governors)*

Strategy 2: Conduct periodic, brief surveys of the membership via electronic venues regarding PASA services and efforts. *(PASA staff)*

Strategy 3: Develop a repository (Google folder, web page, etc.) for relevant information, such as contracts, salaries, etc. *(PASA staff)*

Strategy 4: Provide updates, connections and links to AASA programs for members. *(PASA staff)*

Strategy 5: Reach out to underrepresented groups and underrepresented membership groups to determine how to better serve and meet their needs. *(Board of Governors, Membership Committee)*

Strategy 6: Ensure that every I.U. has representation on the PASA Board of Governors, Membership Committee, Legislative Committee and Resolutions Committee. *(Board of Governors, Membership Committee)*

Goal: Legal Services

Increase awareness of PASA's legal services.

Strategy 1: Provide legal programs/sessions at I.U. meetings or other venues for members. *(General Counsel, Consultant for Professional Development)*

Strategy 2: Expand awareness of PASA's legal services. *(PASA staff)*

Goal: PASA Staff and Resources

Increase PASA resources and capacity.

Strategy 1: Develop a plan to upgrade technology needed to deliver services and programs for membership. *(PASA staff)*

Strategy 2: Increase PASA's presence at the Capitol through the addition of direct lobbying services. *(PASA staff)*

Strategy 3: Pilot new revenue-generating programs and services. *(Professional Development Committee)*

Goal: Other Initiatives

Strategy 1: Offer personalized support for superintendents in crisis. *(Executive Director, General Counsel)*

Strategy 2: Develop programs and opportunities to connect and engage retired members. *(Board of Governors, PASA staff)*

Strategy 3: Create a think tank to review the major issues, concerns and opportunities in public education to provide recommendations to PASA leadership and the Board of Governors. *(Executive Director)*

PASA Strategic Planning Co-Chairs

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Connie Kindler, PASA Consultant for Professional Development

PASA Strategic Planning Advisory Team

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David Baugh, Research & Development Committee Chair

Dr. Jay Burkhart, Elections Committee Chair

Dr. Francine Endler, Professional Development Committee Chair

Dr. Eric Eshbach, Legislative Committee Chair

Dr. Amy Sichel, Membership Committee Chair

Dr. Randy Ziegenfuss, Technology Committee Chair

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