

PASA's Strategic Plan for 2024-2029 serves as a guide to focus the overall efforts of the organization, including each of PASA's Caucuses and Committees. The actionable goals and strategies will propel this organization forward in 2029 by centering the daily administrative and operational activities of PASA to provide a strong, well respected, and effective strategic culture.

Vision:

To serve as the keystone organization for visionary leadership in public education.

Tagline:

Uniting visionary leaders, shaping the future of public education

Mission:

PASA's mission is to champion public education, nurture, and sustain quality leadership, share educational insights, and foster a strong statewide network.

Organizational Values:

PASA is committed to:

- Serve Educational Leaders
- Be Future-Focused and Innovative
- Demonstrate Integrity and Ethical Leadership
- Provide Strategic and Timely Communication
- Engage in Impactful Collaboration with Invested Partners in Education
- Inspire, Develop, and Mentor Educational Leaders
- Ongoing Support and Networking through Professional Learning
- Leading Advocacy for Public Education and Effective School Leadership
- Cultivating an Inviting and Trusting Culture for all Educational Leaders

Fundamental Responsibilities:

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

1. Strategic Leadership:

- **Visionary Thinking:** Ability to develop and articulate a clear vision for the future of education in Pennsylvania.

- **Decision-Making:** Capacity to make informed, data-driven decisions that impact schools and districts positively.

2. Advocacy and Policy Influence:

- **Policy Knowledge:** Deep understanding of state and federal educational policies, legislation, and their implications for schools and districts.
- **Advocacy Skills:** Ability to effectively advocate for educational initiatives and influence policy at local, state, and national levels.

3. Professional Learning:

- **Leadership Development and Growth:** Expertise for aspiring, new career, and experienced central office leaders.
- **Mentorship and Coaching:** Connections and networking to mentor/coach school leaders.

4. Legal Services:

- **Legal Support:** Provide employment-related legal services for Commissioned Officers

Strategic Goals and Strategies

Goal: Advocacy

Represent the voices of public school system leaders in PA and enhance their capacity to advocate for high-quality education for the whole child.

Strategy #1: Continue to renew and expand PASA's capacity to represent the voice of school systems leaders through connections and interface with the Governor's Office and the General Assembly.

Strategy #2: Continue to build the knowledge base and capacity of PASA's advocacy efforts at both the state and federal level through timely and member-wide communications about proposed legislation and critical issues. *

Strategy #3: Provide training and support to superintendents, school leaders and school stakeholders on how to advocate for public education by creating more grassroots advocacy efforts in local communities and statewide. *

Strategy #4: Develop a repository of resources and points of contact that are easily accessible for PASA members to access as needed.

Strategy #5: Provide periodic in-person legislative committee meetings to build committee capacity and function.

Strategy #6: Continue and expand cooperation with other education groups to inform legislation and promote public education. *

Measures of Success:

Measure #1: Increased numbers of education leaders attending advocacy events.

Measure #2: Tracking the input and influence of bills- either stopped, edited, or approved.

Measure #3: Creation and attendance at Legislative Committee workshops.

Goal: Professional Learning

Connect current and future school leaders with curated, vetted and targeted professional learning opportunities provided by PASA and other educational organizations to increase capacity and sustainability of school leaders.

Strategy 1: Identify, create, facilitate, evaluate, and adjust professional learning opportunities that meet the needs of current and future school leaders.

Strategy 2: Provide school leaders with the tools necessary for understanding and managing group dynamics as well as developing and fostering trust and effective relationships within their school communities. *

Strategy 3: Continue to educate school leaders on the complexity of legal and ethical issues facing their roles. *

Strategy 4: Explore alternative ways to provide professional learning to members including regionalizing training and networking opportunities, micro credentialing, etc. *

Strategy 5: Enhance the partnerships within other professional (P) group organizations to support the work of school leaders.

Measures of Success:

Measure #1: Increase the number and/or percentage of members who are engaging or participating in PASA provided opportunities.

Measure #2: Increased participation of diverse groups and roles of school leaders in targeted professional development opportunities.

Measure #3: Participant feedback on sessions provided.

Measure #4: Increased and sustained PASA membership of school leaders in various roles.

Goal: Communications and Marketing

Amplify PASA as an educational leader in Pennsylvania and beyond.

Strategy #1: Rebrand PASA by updating logo and materials to modernize our visual impact. *

Strategy #2: Upgrade PASA's website to improve functionality, visual appeal, and user experiences and engagement. *

Strategy #3: Leverage the power of our membership by sharing their stories through podcasts, The Flyer, or other platforms.

Strategy #4: Strengthen partnerships with other Professional Organizations.

Measures of Success:

Measure #1: Curate feedback and input from members through the development of a PASA communications committee.

Measure #2: Track and increase open rates and views of digital communications to PASA's communications and marketing content.

Measure #3: Completion of tasks including website upgrade, new branding/logo, and development of podcasts.

Goal: Legal Services

Increase awareness and influence of PASA's legal services.

Strategy #1: Provide legal programs/sessions at PASA sponsored events, Intermediate Unit meetings, and other venues for members.

Strategy #2: Expand awareness of PASA's legal services to aspiring superintendents through contact to education prep programs, Principal Association, and overall marketing of legal services for commissioned officers.

Strategy #3: Update PASA's evaluation materials and resources for Superintendents and Assistant Superintendents. Research additional support materials such as sample contracts by IU region to share with newly appointed or aspiring Superintendents.

Strategy #4: Develop webinars/podcasts on PASA legal services for Superintendent Contracts.

Strategy #5: Enhance the technology for Legal Services - Case Management and Document Management System.

Measures of Success:

Measure #1: Obtaining and utilizing a Case Management System.

Measure #2: Number of contacts with programs and increased use of legal services for contract development.

Measure #3: Updated Evaluation and other Resources.

Goal: Membership

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

Strategy 1: Explore and pilot new and/or alternative membership opportunities such as district memberships.

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

Strategy 3: Develop a repository for relevant information, such as contracts, salaries, etc.

Strategy 4: Provide updates, connections and links to AASA programs for members.

Strategy 5: Reach out to underrepresented groups to determine how to better serve and meet their needs.

Strategy 6: Ensure that every I.U. has representation for the PASA Board of Governors, Legislative Committee and Advocacy Committee.

Strategy 7: Develop programs and opportunities to connect and engage retired members.

Measures of Success:

Measure #1: Increased membership as a whole and in underrepresented groups.

Measure #2: Implementation of a District membership option.

Goal: PASA Staff and Resources

Enhance PASA resources and capacity.

Strategy 1:-Enhance PASA's technology to upgrade our capacity to produce high-quality services and content for our members. *

Strategy 2: Review and Update PASA's policies and internal procedures.

Strategy 3: Audit, and revise as needed, existing PASA programs and practices for effectiveness.

Strategy 4: Research, develop and pilot needed new revenue-generating programs and services.

Measures:

Measures #1: Completed revision of PASA policies and internal procedures.

Measures #2: Upgrade and implement technology to meet the needs of PASA staff and members.

Measures #3: Track and increase revenues generated from new or revised programs and practices.