

# APPROVAL DRAFT: ACSA Strategic Framework

## ACSA Mission Statement

The Association of California School Administrators is the driving force for an equitable, world-class education system, and the development and support of inspired educational leaders who meet the diverse needs of all California students.

*An educational leader is someone who:*

- Puts students first and advocates on their behalf
- Sees the potential in all individuals through the lens of equity and a belief in the power of diversity
- Draws upon the passion and talent of others to develop a shared vision for education
- Builds strong consensus and a commitment to action
- Is principled and authentic
- Is bold and influential
- Is driven to turn possibility into reality
- Inspires others by nourishing the mind and the heart
- Understands that it is a primary responsibility of leadership to cultivate and promote other leaders

## ACSA Values Statements

In pursuing its mission, the Association of California School Administrators is guided by the following beliefs. *As educational leaders, we believe that . . .*

. . . every student has the right to a quality education. [*Right to a Quality Education*]

. . . it is the responsibility of every educator to advocate for every student's right to a quality education. [*Responsibility of Educators*]

. . . a quality education for all leverages the value of diversity in our community, strengthens society, and is essential for democracy to thrive. [*Impact of a Quality Education*]

. . . each student has unique potential that, if developed, can contribute to the betterment of society. [*Student Potential*]

. . . all ACSA members must have the cultural proficiency to confront both internal and external bias, behaviors, and policies that create barriers and limit the success and achievement of all students, families, and the professionals who serve them. As such, we take action to promote and advocate for policies, practices and systems that result in equitable educational outcomes. [*Equity and Opportunity*]

. . . learning is a lifelong endeavor, and that the act of learning is transformative. [*Learning*]

. . .we must personalize the learning experience and methods of assessment, in order to support each student's capacity to learn. [*Learning Methodology*]

. . . what and how we teach our students must continue to evolve so that they are prepared for higher education, and to step into the workforce of the future and succeed in careers we have yet to imagine. [*College and Career Readiness*]

. . . leadership is essential to every effective educational institution, and that every educational leader has a responsibility to seek, inspire and effect positive change for all students and the community. [*Educational Leadership*]

. . . by mobilizing the collective voice, expertise and compassion of all stakeholders who focus on the well-being of students, we can achieve a shared vision for education in California. [*Collaboration*]

. . . a world class education system must be adequately funded so that all students have the resources they need to achieve their potential. [*Funding*]

## **ACSA Impact Statements**

*Because of the efforts of ACSA . . .*

1. The Professional Community of Educational Leaders remains at the forefront of innovative educational practice and is sought after by state and federal policymakers and other stakeholders for expertise in creating an equitable, world-class education system.
2. Administrators are empowered to lead the charge for and deliver a quality public school education for all students.
3. Students have the academic, physical and social-emotional support they need to be successful in college, career and life.
4. All Schools are committed to meeting the unique needs of their learning communities and have the resources to do so.
5. Families and Communities gain important allies in the health and wellbeing of their children and in the development of an educated society.
6. Business and Industry benefit from a fully prepared workforce.
7. All Stakeholders are committed to the positive outcomes of an education system based on equity and excellence.

## **ACSA Long-term Goals**

### *MEMBER DEVELOPMENT AND SUPPORT*

1. To support professional growth and expand career opportunities through ready access to personalized pathways for leadership development.
2. To provide accessible, relevant, career-long opportunities for professional learning and support, through which members can acquire, apply, demonstrate and be recognized for new knowledge.

3. To drive professional excellence as the members' first source for timely, comprehensive information on professional trends, issues, practices and resources.
4. To be a dynamic professional community of educational leaders who collaborate and contribute their experience and expertise to support each other's professional growth.

#### *ADVOCACY AND INFLUENCE*

5. To shape policy for a world-class education system and improved outcomes for all students by aligning the collective influence of members at the local, state and federal levels.
6. To be the recognized expert, authoritative voice, and partner in addressing the diverse needs of students and the issues that impact learning.

#### *ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY*

7. To optimize ACSA structure, human and financial resources, and impact through shared vision, leadership, stewardship and accountability at all levels of the Association.

## Key Result Area: MEMBER DEVELOPMENT AND SUPPORT

### Issue: LEADERSHIP DEVELOPMENT

Objective: Provide engaging, career-long leadership development opportunities for all members.

*By 2021:*

- A. A strategy has been developed to identify and support personal and professional leadership development along a career pathway – from pre-certification through retirement.
- B. Implementation of supports at each career stage is underway.
- C. A focus on leadership skills (including advocacy/influence and equity) has been integrated into all professional development offerings.
- D. A system is in place that leverages the collective expertise of members to support development of leadership in others.

### Issue: PROFESSIONAL DEVELOPMENT – CONTENT

Objective: Ensure the content of ACSA professional development offerings remains relevant to changing member needs and professional issues.

*By 2021:*

- E. A system is in place to regularly update the content of ACSA professional development offerings that includes input from members.
- F. ACSA has expanded use of experts from the field to provide members just-in-time learning opportunities to address current and emerging issues and challenges.
- G. ACSA partners with other education-focused organizations to meet member needs for learning in areas that supplement ACSA expertise.

### Issue: PROFESSIONAL DEVELOPMENT – DELIVERY/REINFORCEMENT

Objective: Improve member access to convenient, ongoing development opportunities that reflect the latest trends in professional learning.

*By 2021:*

- H. ACSA members have access to a wide range of delivery formats to learn in the manner and at the pace preferred.
- I. ACSA has explored and tested strategies to reinforce learning and support members in applying and demonstrating knowledge acquired.
- J. Members are recognized when they gain new competencies and reach new professional development milestones.

### Issue: PROFESSIONAL PRACTICE RESOURCES

Objective: Make available easy-to-access resources addressing the latest research, tools and information pertinent to the role of the educational leader.

*By 2021:*

- K. Members are accessing the online Resource Hub on a regular basis to help address daily professional challenges.
- L. Content on the Resource Hub is increasingly member-directed and vetted to address the most critical needs.

**Issue: MEMBER NETWORKING AND COLLABORATION**

Objective: Build dynamic professional communities where members can learn and collaborate.

*By 2021:*

- M. Multiple platforms exist to facilitate member networking and collaboration.

**Issue: DISTRICT/COUNTY/SCHOOL SITE SUPPORT SERVICES**

Objective: Better connect the value of ACSA to administrators at the site, county and district levels, tailoring ACSA services and engagement opportunities to the different needs and dynamics of each area as identified by state and local indicators.

*By 2021:*

- N. Differentiated assistance has been developed to meet top needs based on state and local indicators.
- O. Networking groups have been convened to support differentiated assistance.

## **Key Result Area: ADVOCACY AND INFLUENCE**

**Issue: ACSA IN A LEADERSHIP ROLE**

Objective: ACSA is proactive in identifying and engaging stakeholders around current and emerging educational issues.

*By 2021:*

- P. ACSA is leading a collaborative effort to increase school funding in California.
- Q. ACSA is recognized as the preferred source of information on future trends in education.
- R. ACSA has built and nurtured partnerships, including appropriate non-education related partners, to address issues that impact student learning, in and outside of the classroom.

**Issue: GRASSROOTS ADVOCACY AND INFLUENCE**

Objective: Amplify the voice of the profession at the local, state and federal levels by fully leveraging the influence of educational leaders.

*By 2021:*

- S. Each region and charter understands the importance of and is fully engaged in local advocacy efforts.
- T. ACSA members are empowered to organize education stakeholders through ongoing training, tools and support.

- U. State, regions and charters have developed and are implementing year-round strategies for communication and engagement of elected officials and community stakeholders.

**Issue: MEDIA RELATIONS**

Objective: Raise ACSA's reputation as the authority on education issues and as an influential spokesperson at the local, state and federal levels.

*By 2021:*

- V. An annual process is in place to identify priority issues and related key messages that all leaders and members throughout the state are communicating effectively.
- W. Spokespersons have been identified in each region (starting with the VPLAs) and training is being provided on a regular basis to support effective media relations and communication of key messages.

**Key Result Area:  
ACSA ORGANIZATIONAL DEVELOPMENT AND  
SUSTAINABILITY**

**Issue: ORGANIZATIONAL ALIGNMENT AND ACCOUNTABILITY**

Objective: Tap the full potential of ACSA to effect positive change for the profession and for students through better alignment of roles, goals and resources at all levels of the Association.

*By 2021:*

- X. The ACSA brand and culture is consistently reflected at the state, region and charter levels ("We are ACSA").
- Y. A process is in place to identify on a regular basis shared state, region and charter goals, complementary roles in achieving them and a system for reporting and accountability.
- Z. Clear roles, expectations, operating guidelines and suggested practices are in place for regions and charters.
- AA. Committees and councils are supporting implementation of priorities in the Strategic Plan within their area of expertise.
- BB. ACSA regularly evaluates major programs, progress on goals and priorities, and overall organizational effectiveness and efficiency.

**Issue: MEMBER OUTREACH AND ENGAGEMENT**

Objective: Provide members with a wide range of meaningful opportunities to contribute their diverse talent, experience and perspective to further the mission, goals and priorities of ACSA.

*By 2021:*

- CC. Recommended approaches for engaging new, existing and retired members are developed and updated regularly with input from regions.

- DD. Volunteer leadership roles are evaluated to ensure that substantive, rewarding opportunities are available at a range of commitment levels and modes of participation.
- EE. Organizational barriers to expanded member engagement have been identified and removed.
- FF. The development of ACSA service bundles/menu options and related fee structures have been explored to deepen member participation in the benefits of membership.

**Issue: MEMBER COMMUNICATION**

Objective: Raise member awareness of ACSA benefits, services and initiatives, and the overall value of ACSA membership and engagement.

*By 2021:*

- GG. An evaluation has been conducted to determine what is most important for ACSA to communicate through different channels and vehicles, and to different target audiences.
- HH. ACSA continues to leverage technology to better inform and engage members across the state, and to customize information members receive.
- II. A more comprehensive member database is being developed to better target member interests and preferences for communication.

**Issue: SUSTAINABILITY**

Objective: Sustain and grow ACSA's human and financial resources to support evolving goals and priorities.

*By 2021:*

- JJ. Implement an ongoing cycle to evaluate and update the financial plan and to ensure uninterrupted delivery of ACSA services through a downturn.
- KK. The ACSA service/professional development model has evolved to ensure long-term reliability and responsiveness to member needs.