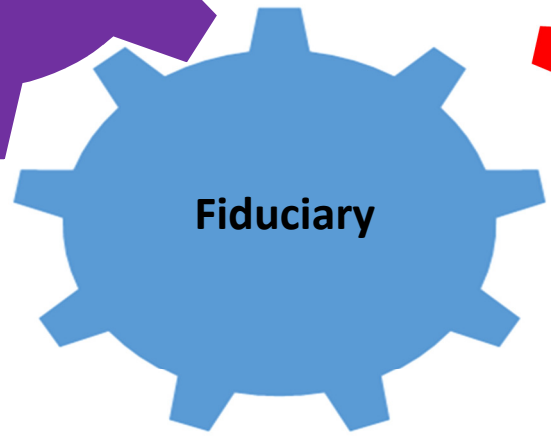
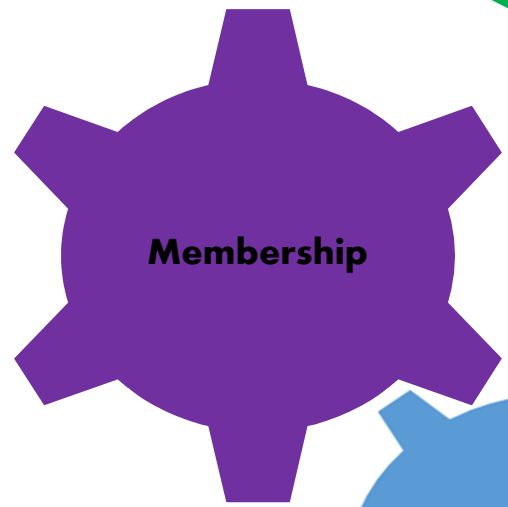


SUPPORTING EDUCATIONAL LEADERS

**PENNSYLVANIA
PRINCIPALS
ASSOCIATION**



**PA PRINCIPALS ASSOCIATION
STRATEGIC PLAN
2018-2021**

TARGET AREA: MEMBERSHIP

<i>GOAL</i>	<i>ACTIVITY</i>	<i>TIMELINE</i>	<i>EVIDENCED BY</i>	<i>INDIVIDUAL(S) RESPONSIBLE</i>
Recruitment: To increase the potential market share from 60% to 80% membership	Continue to utilize the membership outreach position to track down new members	Ongoing	Quarterly reports of members who join as a result of outreach	Membership Director Membership Outreach
	Investigate new and different recruitment efforts by consulting with National and other membership organizations	Ongoing	Incentive Program –	Membership Director
	Utilize the two new board members – Assistant Principal At Large & Diversity to recruit new members.	Ongoing	New members enrolled	Diversity board member Assistant Principal At Large
College/University Outreach	Identify area colleges and universities that offer principal certification programs and offer to come to speak to classes and promote the \$25 student membership	Ongoing	Reports of visits to colleges and universities	Regional Representatives Executive Director Assistant Executive Director
Ambassador Program	Create an Ambassador Program utilizing retired principals from across the state. Identify new members and have ambassadors visit them at their schools. Offer ambassadors \$100 for every member they sign-up. Pay their mileage.	Ongoing	New member sign-ups	Membership Director Membership Outreach Chair of Retired Principals Group

Membership Director	Secure a new Membership Director with marketing skills and experience with memberships. Move away from just processing members to the attraction, recruitment and retention of members.	Summer 2018	Appointment of new staff member	Executive Director Assistant Executive Dir.
Retention: Make our website mobile friendly.	Engage with a provider to construct our website so that it can be viewed and used on mobile devices.	December 2018	Implementation of mobile capability	Director of Communications
	Regional representatives will work with the membership director on delinquent lists and provide information at regular intervals.	Ongoing	Return of Delinquent Reports	Regional Representatives Membership Director
Membership Committee	Revitalize the Membership Committee with the composition of at least one board member and PA members. Change the bylaws to outline the charge of this committee.	Fall 2018	Formation of Membership Committee and meeting notes	Membership Director President

TARGET AREA: PROFESSIONAL DEVELOPMENT/ ACT 45

<i>GOAL</i>	<i>ACTIVITY</i>	<i>TIMELINE</i>	<i>EVIDENCED BY</i>	<i>INDIVIDUAL(S) RESPONSIBLE</i>
To continue to offer timely and relevant professional development opportunities for school leaders that also award Act 45 hours	Hold an Educational Leader Summit in conjunction with other educational organizations.	Annually	Summit Event	Executive Director Assistant Executive Director
	Continue to offer PIL approved programs at our conference and to school districts	Ongoing	Sessions held	Executive Director Assistant Executive Director
	Create and disseminate both live and recorded webinars on topics relevant to school leaders. Consider regular legal updates using our counsel.	Ongoing	Sessions held	Executive Director Assistant Executive Director
	Reach out to members by organizing and presenting timely information to members thru regional meetings.	Ongoing	Sessions held	Regional Representatives Executive Director Assistant Executive Director
Restructure some staff positions with a focus on additional Professional Development areas	Eliminate the Western Region Office Manager position and make the Assistant Executive Director position full time.	By 2021	Implementation of full time assistant executive director	Executive Director
	The Assistant Executive Director will be in charge of all professional development, advocacy, and assist Executive Director in other areas.			

Micro-Credentials	A new growing area is micro-credentialing and the organization should investigate and partner in offering micro-credentials to our members if feasible.	By Summer of 2019		Executive Director Assistant Executive Dir
Expand the reach of our signature journal – The PA Administrator	Implement an “ask the Author” forum via Zoom whereby members can have a discussion with the authors throughout the year.	Ongoing	Sessions held	Director of Communications
Professional Development Committee	Revitalize the Professional Development Committee with the composition of at least one board member and PA members. Change the bylaws to outline the charge of this committee.	Fall 2018	Formation of Professional Development Committee and meeting notes	Assistant Executive Director President

TARGET AREA: PROFESSIONAL ADVICE/LEGAL SUPPORT

<i>GOAL</i>	<i>ACTIVITY</i>	<i>TIMELINE</i>	<i>EVIDENCED BY</i>	<i>INDIVIDUAL(S) RESPONSIBLE</i>
Continue the “high touch” with our members by responding to member needs in a timely manner.	Answer members’ inquires 24/7 and within 24 hours of their call or email.	Ongoing	Member contacts and feedback	Executive Director Assistant Executive Dir. Western Office
Effectively chart and categorize member contacts and annually present information to board.	Use the current database to chart all member contacts into the predetermined categories.	Ongoing	Annual report to Board at the retreat.	Executive Director Assistant Executive Dir. Western Office
Provide the necessary legal referrals where warranted by referring members to our list of attorneys.	Continue to utilize our bank of attorneys and expand the list of attorneys for our members. Have ongoing conversations with our attorneys about ongoing cases and trends we are experiencing.	Ongoing	Track attorney referrals and costs on an annual basis and report to Board at retreat.	Executive Director Assistant Executive Dir. Western Office
Testimonials	Reach out and solicit testimonials to members who were provided legal assistance.	Ongoing	Testimonials posted	Membership Director Director of Communications
Attorney Pool	Continue to vet additional attorneys who practice school law and are willing to serve our members across the state.	Ongoing	Expanded list of attorneys	Executive Director Assistant Executive Director

TARGET AREA: LEGISLATIVE INFLUENCE

<i>GOAL</i>	<i>ACTIVITY</i>	<i>TIMELINE</i>	<i>EVIDENCED BY</i>	<i>INDIVIDUAL(S) RESPONSIBLE</i>
To further increase visibility, input, and influence among state legislators, PDE, and various committees.	Make use of former members who are interested in attending various committee meetings (e.g. truancy, State Board, etc.)	Ongoing	Reports to Board members on meetings and legislation	Executive Director Assistant Executive Director
	Collaborate with PASA and PASBO to provide reports on current legislative action	Ongoing	Periodic reports to Board members on status of legislation	Executive Director Assistant Executive Director
	Create an email template in an “easy to use” format so that our members can quickly contact their state legislators about current issues and legislation	Ongoing	Completion and implementation of email template	Executive Director Assistant Executive Director Director of Communications
	Continue recent efforts to have PA Principals Association be a go to organization.	Ongoing	Evidence of PDE and other organizations reaching out to us for advice, support, etc.	Executive Director Assistant Executive Director
Utilize our Director of Advocacy to advance the interests of the organization.	Continue to use the services of the Director of Advocacy to provide us with legislative updates and to advocate for school leaders on the state level.	Ongoing	Legislative Updates	Assistant Executive Dir.
Legislative Committee	Revitalize the Legislative Committee with the composition of at least one board member and PA members. Change the bylaws to outline the charge of this committee.	Fall 2018	Formation of Legislative Committee and meeting notes	Assistant Executive Director President

TARGET AREA: FIDUCIARY

<i>GOAL</i>	<i>ACTIVITY</i>	<i>TIMELINE</i>	<i>EVIDENCED BY</i>	<i>INDIVIDUAL(S) RESPONSIBLE</i>
To maintain the vitality of the organization by attending to income and expenses.	Closely monitor the annual budget and make adjustments so we can cover expenses.	Ongoing	Balanced budget	Comptroller Executive Director
	Monitor the national dues structure and recommend appropriate actions for state dues.	Ongoing	Dues costs	Comptroller Membership Director Executive Director
	Maintain a positive relationship with our current corporate sponsors and seek new sponsors.	Ongoing	Retention record of current sponsors. Addition of new sponsors	Alternative Funding Assistant Executive Director Executive Director
	Continue to investigate additional revenue streams and budget saving ideas.	Ongoing	Implementation of new ideas/actions	Executive Director Assistant Executive Director Comptroller
Annual Audit	An annual audit of the association will be conducted and an audit report will be provided at a board meeting.	Ongoing		Comptroller Executive Director
Alternative Funding Committee	Revitalize the Alternative Funding Committee with the composition of at least one board member and PA members. Change the bylaws to outline the charge of this committee.	Fall 2018	Formation of Alternative Funding Committee and meeting notes	Assistant Executive Director President