



INDIANA SCHOOL BOARDS
ASSOCIATION

ISBA Strategic Plan
2025 – 2028

June 6, 2025

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ISBA Board of Directors

Officers

Name	School Corporation	ISBA BOD Service	Local Term Expires
<u>PRESIDENT</u> Rebecca Gardenour*	New Albany-Floyd County Community School Corporation	2024-2025 President 2023-2024 President 2022-2023 1st VP 2021-2022 1st VP 2020-2021 2nd VP 2019-2020 2nd VP 2017-2019 Director	12/26
<u>1st VICE PRESIDENT</u> Steve Corona*	Fort Wayne Community Schools	2024-2025 1st VP 2023-2024 1st VP 2022-2023 2nd VP 2021-2022 2nd VP 2018-2021 Director	12/26
<u>2nd VICE PRESIDENT</u> Wade Beatty*	Charles A. Beard	2024-2025 2nd VP 2023-2024 2nd VP 2019-2023 Director	12/26
<u>PAST PRESIDENT</u> Tom Simpson*	Yorktown Community Schools	2024-2025 Past President 2023-2024 Past President 2022-2023 President 2021-2022 President 2020-2021 1st VP 2019-2020 1st VP 2018-2019 2nd VP 2014-2018 Director	12/26

Directors

Name	School Corporation	ISBA BOD Service	Local Term Expires
<u>REGION 1</u> Glenn Johnson	Gary Community School Corporation	2024-	12/27
<u>REGION 2</u> Heather Reichenbach	Warsaw Community School Corporation	2022-	12/26
<u>REGION 3</u> J. Ryan Wall	Huntington County Community School Corporation	2024-	12/26

<u>REGION 4</u> Rachel Witt	West Lafayette Community School Corporation	2024-	12/26
<u>REGION 5</u> Scott Dubois*	Oak Hill United School Corporation	2022-	12/26
<u>REGION 6</u> Leslie Jacobs	Fayette County School Corporation	2023-	12/26
<u>REGION 7</u> Stacy Killion*	Vigo County School Corporation	2022-	12/26
<u>REGION 8</u> Jack Russell	Center Grove Community Schools	2016-	12/26
<u>REGION 9</u> Lynda Glover	Warrick County School Corporation	2024-	12/26
<u>REGION 10</u> Joseph Basham	Silver Creek School Corporation	2023-	12/26
<u>EX OFFICIO</u> Robert Stwalley President-Elect, COSSBA Board of Directors	Lafayette School Corporation	2010-	12/26
<u>EX OFFICIO</u> Joel Rodriguez Chair-Elect, CUBE	School City of East Chicago	2025-	12/26

*Executive Committee Member

ISBA Staff

Name	Title	Phone	Email
Terry Spradlin	Executive Director	317-639-3588	tspradlin@isba-ind.org
Lisa Tanselle	General Counsel	317-639-4359	ltanselle@isba-ind.org
Julie Slavens	Senior Counsel/Director of Policy Services	317-639-4362	jslavens@isba-ind.org
Bre'Anna Donaldson	Staff Attorney	317-240-5153	bdonaldson@isba-ind.org
Steve Horton	Director of Board Services	317-639-3570	shorton@isba-ind.org
Adam VanOsdol	Communications Specialist/Content Strategist	317-275-2183	avanosdol@isba-ind.org
Haley Crnarich	Events & Promotions Specialist	317-639-3590	hcrnarich@isba-ind.org
Christine Derda	Comptroller	317-639-4363	cderda@isba-ind.org
Kyrsten Horton	Administrative Assistant	317-639-3591	khorton@isba-ind.org

Strategic Planning Process

The Indiana School Boards Association (ISBA) began a strategic planning revision process in February 2025. ISBA partnered with the Consortium of State School Boards Association's Director of Member Services, Dr. Dean Langdon, to facilitate the strategic planning process in coordination with Terry Spradlin, ISBA Executive Director. The process was launched with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) survey sent via email to members of the Board of Directors and staff.

Once the SWOT survey was completed, Dr. Langdon facilitated two sessions on March 6-7, 2025, with the Board of Directors identifying themes and language revisions to the mission and vision statements, as well as the Association's core values and beliefs. In these sessions, participants reviewed trends identified in the ISBA Membership Engagement Survey and the SWOT analysis in small groups and the whole board. Following the in-person sessions, draft statements were honed and selected via email surveys and shared documents.

ISBA staff provided input and critique related to their role in the development of the new strategic plan in a session on April 15, 2025. In this session, the staff created their own set of standards and norms in alignment with the Association's core values to guide their work to support membership. The staff also brainstormed ideas across the planning categories of member engagement, communications, training, services and resources, governmental relations, and operations.

Following the work of the staff, the ISBA Executive Committee met virtually on May 6, 2025, and was provided an opportunity to review the proposed mission and vision statements, core values and beliefs, and goals and objectives, summarizing the ideas discussed to date. Further strategic plan draft modifications took place based on the guidance of the Executive Committee.

A final session was held with the board of directors on June 6, 2025, during its quarterly meeting where the board was presented with the recommended language. The Board approved the vision, mission, goal and objective language within the strategic plan on June 6, 2025.

Background Statement

The Indiana School Boards Association had its beginning in 1949 in the School of Education at Indiana University, Bloomington, Indiana. Now in its 76th year of operations, ISBA has enjoyed 100 percent voluntary membership for 46 of the last 48 years.

Membership services were originally divided into four categories: consultant services, publications, in-service meetings for board members, and a legislative program. Today, the ISBA programs and services are categorized as follows: Legal, Policy, Legislative, and Board Services.

ISBA's staff consists of the Executive Director, General Counsel, Senior Counsel/Director of Policy Services, Staff Attorney, Director of Board Services, Communications Specialist/Content Strategist, Events and Promotions Specialist, Comptroller, and Administrative Assistant.

The ISBA staff provides services to approximately 1,687 school board members from 290 school corporations throughout Indiana. Services include board retreats, workshops, webinars, seminars, conferences, publication of a monthly e-newsletter and a quarterly association magazine, legal services, policy services, superintendent searches, and lobbying representation with the Indiana General Assembly. Generally, ISBA services, excluding conferences, seminars, some webinars, superintendent searches, and CPMS, have been made available to board members as components inclusive in the annual membership.

Vision Statement

ISBA empowers all school boards with the resources for highly effective governance and advocacy to support exceptional K-12 student learning.

Mission Statement

ISBA promotes excellence in local school governance and serves as a powerful voice for Indiana public education.

Core Values and Beliefs

Champion for Public Education: ISBA believes in the power of public education for the benefit of all students.

Focused on Members: ISBA believes that timely, highly relevant, and essential services are vital to the support of its members.

Passionate About Excellence: ISBA believes that effective planning, focused on continuous improvement and best practices, is essential to providing high-quality programs and services for all.

Engaged in a Team Approach seeking Common Partnerships: ISBA believes that a collaborative, diverse, goal-oriented team approach enhances our member-focused programs, services, and partnerships.

Bound By Ethics and Integrity: ISBA values integrity, honesty, consideration for others, attentiveness, confidentiality, and personal responsibility.

Committed to Creativity and Innovation: ISBA values an openness to new ideas and new technology, enhancing practices aligned to our mission and goals.

Goal Areas and Objectives

Goal #1: Elevate Board Governance and Leadership Capacity Through ISBA Programs and Services

Objectives:

1. Accelerate the trend of improved member engagement
2. Be the hub for school board networking
3. Build more effective school boards and their leadership capacity through impactful professional development
4. Provide timely guidance and resources on model board governance and effective leadership development practices
5. Elevate the value of resources available by core service area (legal, policy, legislative/advocacy, board services/training)

Goal #2: Enhance Advocacy, Allies, and Partnerships

Objectives:

1. Proactively inform, influence, and shape sound statewide K-12 public education policy
2. Equip members with effective techniques, strategies, and processes to serve as effective advocates for their districts
3. Build relationships with state government leaders and key educational stakeholder groups to achieve shared priorities
4. Seek partnerships to benefit all members while addressing the unique needs and interests of school boards from different regions and socioeconomic perspectives (Rural, Urban, Suburban, Town, High SES, Low SES)
5. Identify opportunities for collaboration that strengthen public education and improve outcomes for ISBA, school boards, communities, and students

Goal #3: Evolve Promotions and Communications

Objectives:

1. Focus our communication efforts through an annual communications plan on the most effective processes and platforms to increase member awareness and engagement
2. Optimize internal and external communications channels to market ISBA
3. Improve the ISBA brand
4. Champion the positives of public education through ISBA communications

Goal #4: Optimize Organizational & Operational Excellence

Objectives:

1. Foster an organizational culture that increases employee satisfaction, skills, retention, and promotion
2. Create a talent capital plan that addresses staffing capacity needs and succession planning
3. Maintain ISBA's strong financial standing with a reserve balance of the equivalent of an 18-month period of expenditures
4. Enhance revenue-generating partnership programs that support the mission of ISBA
5. Optimize technology use to maximize service delivery