



INDIANA SCHOOL BOARDS  
ASSOCIATION

ISBA Strategic Plan  
2018 – 2022

As Amended on September 11, 2020

# 2018 ISBA Board of Directors<sup>1</sup>

## Officers

	School Corporation	ISBA BOD Service	Local Term Expiration
<b><u>PRESIDENT</u></b> Kim Woodward* <sup>2</sup>	Avon Community School Corporation	2017-2018 President 2016-2017 1st VP 2015-2016 2nd VP 2010-2015 Director	12/20
<b><u>1<sup>ST</sup> VICE-PRESIDENT</u></b> Robert Stwalley*	Lafayette School Corporation	2017-2018 1st VP 2016-2017 2nd VP 2011-2016 Director	12/18
<b><u>2<sup>ND</sup> VICE-PRESIDENT</u></b> Cathy Tahmassebi*	Concord Community Schools	2017-2018 2nd VP 2011-2017 Director	12/18
<b><u>PAST-PRESIDENT</u></b> Todd Trehearne*	Wes-Del Community Schools	2017-2018 Past President 2016-2017 President 2015-2016 1st VP 2014-2015 2nd VP 2009-2014 Director	12/18

## Directors

<b><u>REGION 1</u></b> Thomas K. Hoffman	Crown Point Community School Corporation	2017-2020 2014-2017	12/18
<b><u>REGION 2</u></b> Becky Linnemeier	Wawasee Community School Corporation	2018-2021	12/18
<b><u>REGION 3</u></b> Wayne Funk	Garrett-Keyser-Butler Community School District	2017-2018	12/20
<b><u>REGION 4</u></b> Bob Sondgeroth	Benton Community School Corporation	2017-2020 2016-2017	12/20
<b><u>REGION 5</u></b> Julia Kozicki*	Noblesville Schools	2016-2019 2015-2016	12/18
<b><u>REGION 6</u></b> Tom Simpson	Yorktown Community Schools	2015-2018 2014-2015	12/18
<b><u>REGION 7</u></b> John Preble	Linton-Stockton School Corporation	2016-2019 2015-2016	12/18
<b><u>REGION 8</u></b> Jack Russell	Center Grove Community Schools	2016-2019	12/18
<b><u>REGION 9</u></b> Jim Franklin*	North Knox School Corporation	2015-2018 2012-2015	12/18
<b><u>REGION 10</u></b> Rebecca Gardenour	New Albany-Floyd County Community School Corporation	2017-2020	12/20

<sup>1</sup> The 2018 ISBA Board of Directors approved the 2018-2021 Strategic plan on June 15, 2018

<sup>2</sup> (\*Executive Committee Members)

## 2020 ISBA Board of Directors<sup>3</sup>

### Officers

	School Corporation	ISBA BOD Service	Local Term Expiration
<b><u>PRESIDENT</u></b> Robert Stwalley*	Lafayette School Corporation	2019-2020 President 2018-2019 1st VP 2017-2018 1st VP 2016-2017 2nd VP 2011-2016 Director	12/22
<b><u>1<sup>ST</sup> VICE-PRESIDENT</u></b> Tom Simpson*	Yorktown Community Schools	2019-2020 1st VP 2018-2019 2nd VP 2014-2018 Director 2018-2019 2nd VP	12/22
<b><u>2<sup>ND</sup> VICE-PRESIDENT</u></b> Rebecca Gardenour*	New Albany-Floyd County Community School Corporation	2019-2020 2nd VP 2017-2019 Director	12/20
<b><u>PAST-PRESIDENT</u></b> Kim Woodward* <sup>4</sup>	Avon Community School Corporation	2019-2020 Past-President 2018-2019 President 2017-2018 President 2016-2017 1st VP 2015-2016 2nd VP 2010-2015 Director	12/20

### Directors

<b><u>REGION 1</u></b> Thomas K. Hoffman	Crown Point Community School Corporation	2017-2020 2014-2017	12/22
<b><u>REGION 2</u></b> Becky Linnemeier	Wawasee Community School Corporation	2019-2022 2018-2019 3/18-9/18	12/22
<b><u>REGION 3</u></b> Steve Corona*	Fort Wayne Community Schools	2018-2021	12/20
<b><u>REGION 4</u></b> Bob Sondgeroth	Benton Community School Corporation	2017-2020 2016-2017	12/20
<b><u>REGION 5</u></b> Layla Spanenberg	Carmel Clay Schools	2019-2022 2018-2019	12/22
<b><u>REGION 6</u></b> Wade Beatty	Charles A. Beard	2019-2021 3/19-9/19	12/22
<b><u>REGION 7</u></b> John Preble*	Linton-Stockton School Corporation	2019-2022 2016-2019 2015-2016	12/22

<sup>3</sup> The 2020 ISBA Board of Directors approved Plan Update on 9/11/2020

<sup>4</sup> (\*Executive Committee Members)

<b>REGION 8</b> Jack Russell	Center Grove Community Schools	2019-2022 2016-2019	12/22
<b>REGION 9</b> Mark lunghuhn	North Gibson School Corporation	2019-2021 2018-2019	12/20
<b>REGION 10</b> Bill Wilson	Clarksville Community School Corporation	12/19-9/20	12/20

## Table of Contents

Strategic Planning Process.....	5
Background Statement .....	6
Core Values/Beliefs Statements .....	7
Vision Statement .....	8
Mission Statement .....	8
ISBA Goal Statement Areas .....	9
Goal Area #1: Increase Membership Engagement and Connectedness.....	9
Goal Area #2: Enhance External Communications.....	11
Goal Area #3: Become a Best-Practice Resource and Repository for Board Members.....	13
Goal Area #4: Take ISBA Advocacy to the Next Level.....	15

## **Strategic Planning Process**

The Indiana School Boards Association (ISBA) undertook a strategic planning process that began in November 2017. This process was informed by the prior *ISBA Long-Range Plan* from December 1, 2006, as well as by the 2017 ISBA Membership Engagement Survey Report. A planning team was formed that included: Kim Woodward, ISBA Board of Directors President; Terry Spradlin, ISBA Executive Director; Michael Adamson, ISBA Director of Board Services; Jack Parker, Center Grove Community School Corporation Assistant Superintendent; and Brad Balch, Sycamore Educational Consultant. The strategic planning process and development also included the ISBA Board of Directors and all ISBA staff. Formal work sessions including the Board of Directors concluded on March 2, 2018, with the development of many strategic planning components, including: the background statement, core values/beliefs, vision, mission, and goal statements (that were refined in the month of March by the planning team). Staff then developed SMART goals with objectives, tactics, and timelines in the months of April and May to complete all components of the ISBA 2018-2021 Strategic Plan.

### **UPDATE:**

As of September 2020, month 27 of the 36-month plan, many of the strategies listed in the 2018-2021 ISBA Strategic Plan have been fulfilled or nearing completion. While the vision and mission statements, core values, and strategic plan goal areas remain highly-relevant to serving school board members across the state, staff was tasked for identifying new strategies to maintain focus on the Strategic Plan goal areas. This update to the Plan will enable ISBA to continue to elevate and optimize our member programs and services through spring of 2022. It is recommended that at that time the ISBA Board of Directors undertake a new strategic plan process to develop a new plan.

## **Background Statement**

The Indiana School Boards Association had its beginning in 1949 in the School of Education at Indiana University, Bloomington, Indiana.

In the last 44 years in which school corporation membership to ISBA was sought, ISBA has enjoyed 100 percent voluntary membership for 42 of those 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, Director of Board Services, Events and Communications Manager, 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, and lobbying representation with the Indiana General Assembly. Most recently, consultant services for corporation superintendent searches and the Comprehensive Policy Management Services have been added. Generally, ISBA services, excluding conferences, seminars, some webinars, and superintendent searches, have been made available to board members at no additional charge.

## Core Values/Belief Statements

- ***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, is essential to providing high-quality programs and services.
- ***Engaged In A Team Approach:*** ISBA believes that a collaborative, goal-oriented team approach enhances our member-focused programs and services.
- ***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, enhancing practices aligned to our mission and goals.



## **Vision Statement**

*The ISBA is the preeminent resource in school governance and a respected advocate of public education.*

## **Mission Statement**

*The mission of the ISBA is to provide our members with exceptional professional development, resources, and advocacy necessary for excellence in school board governance.*

## ISBA Goal Statement Areas

### ➤ **Goal Area #1: Increase Membership Engagement and Connectedness**

#### Objectives:

- Maintain 100 percent membership of school corporation governing bodies
- Enhance the membership experience for ISBA members from being aware and informed to feeling engaged and connected
- Increase ISBA's value to the membership
- Support the membership onboarding and training of new board members
- Address the unique needs and interests of members from all socioeconomic perspectives (rural, urban, suburban, town, high SES, low SES, etc.)

**Strategy 1.1: (Michael Adamson – Champion)** Design an academy series for new board member first-year training curriculum

- a. Develop a sequence of webinar and clinic sessions to support board member development extending beyond the new member orientation seminar. **COMPLETED.**
- b. Enhancement of CAP; Advanced certification for first-year members. **COMPLETED.**
- c. Address unique needs and interests of members in curriculum offerings. **IN PROGRESS.**
- d. Update 2019 Academy material offerings, schedule and execute 100% virtual academy clinics and webinars for 2021 New Board Member Academy. **NEW.**

**Strategy 1.2: (Kayla Baldwin – Champion)** Complete the successful onboarding and launch of a new association software management system. This program will be user-friendly and have a member-facing portal to provide members with customized membership information and resources. **RESTART.**

**Strategy 1.3: (Kayla Baldwin – Champion)** Enhance associate and service membership programs to grow membership in these categories. **IN PROGRESS.**

**Strategy 1.4: (Michael Adamson – Champion)** Begin an administrative application process (assistant superintendents, principals, school administrators). **COMPLETED.**

**Strategy 1.5: (Michael Adamson – Champion)** Review Superintendent Search Process. **NEW.**

- a. Rebrand the Superintendent Search process advertising with new content, testimonials for the ISBA webpage, E-mail blasts, and Journal advertisements
- b. Explore the feasibility of adding another person to the Superintendent Search Services group

c. Review price structure to ensure both sufficient and competitive fees

**Strategy 1.6: (Brooke Orner – Champion)** Enhance Recognition of EGA Exemplary Award Recipients—both individual and board—via dedicated social media posts, local newspaper outreach, and statewide media outlet communication. *NEW*.

## ➤ **Goal Area #2: Enhance External Communication**

### Objectives:

- Elevate the visibility of the organization
- Market ISBA's strengths
- Become the go-to organization for information on public education
- Solicit input from members and key education stakeholder groups on issues

**Strategy 2.1: (Terry Spradlin – Champion)** Conduct an audit of the content of all current communication mechanisms and platforms for refresh and enhancements via a PR consultant. **COMPLETED.**

**Strategy 2.2: (Brooke Orner – Champion)** Create a comprehensive communications plan with the assistance of a PR consultant that: markets ISBA strengths, specifies strategies to communicate in regular intervals with members, and produces external outreach and advocacy messaging. **COMPLETED.**

**Strategy 2.3: (Terry Spradlin – Champion)** Continue Membership Engagement Survey in 2018 to solicit ongoing input from ISBA members (Strategy 4.3 will be used to seek input/feedback from education stakeholder groups and leaders). **COMPLETED.**

**Strategy 2.4: (Brooke Orner – Champion)** Launch PR Campaign for 2019 Budget Session Legislative Priorities. **COMPLETED.**

**Strategy 2.5: (Brooke Orner – Champion)** PR Campaign for 70th Anniversary of ISBA in 2019. **COMPLETED.**

**Strategy 2.6: (Brooke Orner – Champion)** Develop New ISBA Member Welcome and Orientation Packet. **NEW.**

- a. *Messaging* – Develop messaging to focus on the benefits of being a school board member and the ways in which ISBA can be a leading resource to them.
- b. *Brochure* – Design a brochure to focus on the Who, What, and Why of ISBA informing new members of ISBA's mission and vision for public schools in Indiana.
- c. *Flyer(s)* -- Design and periodic update of the flyers needed for the new board member packets including EGAs, CPMS, New Board Member Academy, and Legislative Network flyers.
- d. *Welcome E-mail* – Curate an email to include a welcome message and similar branding elements as the brochure and flyer to keep all elements looking consistent.

**Strategy 2.7: (Brooke Orner – Champion)** Updated Communications Plan—continue to work with the PR consultant to develop a 2021 Communications Plan (to be developed beginning in the fourth quarter of 2020 and finished in January 2021). **NEW.**

➤ **Goal Area #3: Become a Best-Practice Resource and Repository for Board Members**

Objectives:

- Provide timely and research-based guidance on issues facing school corporations and school boards
- Inform and guide members of effective board governance roles, responsibilities and strategies
- Elevate awareness of emerging education initiatives and concerns
- Develop content of board training, webinars, seminars and conferences around best-practice and evidence-based research

**Strategy 3.1: (Terry Spradlin – Champion)** Develop a resource guide and checklist for Budgeting and Financial Oversight for School Board Members. **COMPLETED.**

*Note: A third edition of this resource will be updated in the summer of 2021, following the 2021 budget session of the Indiana General Assembly.*

**Strategy 3.2: (Lisa Tanselle – Champion)** Develop a best-practice and resource repository with a search mechanism by topic on the ISBA website. **COMPLETED.**

*Note: The ISBA Resource Library was launched June 2020 and will continue to be updated by Kayla Baldwin.*

**Strategy 3.3: (Julie Slavens – Champion)** Develop, market, and implement a fee-based policy service to subscribers. **COMPLETED.**

*Note: CPMS was launched in April 2019 and PR marketing campaigns have been undertaken, including during the summer of 2020, to grow the number of subscribers. Expanded services will be developed and offered in the next phase of service administration.*

**Strategy 3.4: (Michael Adamson – Champion)** Edit and revise essential Board Services manuals and processes with new, timely and relevant content (**NEW**):

- a. Model of Board Governance – Completion date February 2021 (in time for New Board Member Academy)
- b. Superintendent Evaluation Process (Process revision, Manual update, Excel Workbook update) – Completion date February 2021 (in time for New Board Member Academy)
- c. The Role of the School Board President – June 2021

**Strategy 3.5: (Lisa Tanselle and Julie Slavens - Champions)** Edit and revise essential Legal Services manuals with new, timely, and relevant content (**NEW**):

- a. Student Discipline Manual – Completion date October 2020 (in time for fall legal webinars on student discipline)
- b. Employee Discharge Manual – Completion date October 2021

**Strategy 3.6: (Terry Spradlin – Champion)** Develop an **ISBA School News Daily** newsletter with a vendor to aggregate major K-12 education policy and school governance news as an informative resource for daily distribution. **NEW**.

**Strategy 3.7: (Terry Spradlin – Champion)** Continue with planning and scheduling of **Presidents’ Roundtable Virtual Forums**, begun during the novel coronavirus pandemic, on at least a quarterly basis and more frequently as deemed necessary. **NEW**.

**Strategy 3.8: (Terry Spradlin – Champion)** Host quarterly webinars to support members and provide timely resource information. Staff will lead the webinar with updates on current topics affecting school boards and education policy. **NEW**.

## ➤ **Goal Area #4: Take ISBA Advocacy to the Next Level**

### Objectives:

- Inform, influence and shape sound governance policy for K-12 education
- Increase members' overall knowledge of legislative processes at the state and federal level
- Equip members with effective techniques, strategies, and processes for targeted grassroots advocacy and campaigns
- Enhance relationships with state governmental leaders (e.g., legislators, State Board of Education, IDOE, Office of the Governor, DUAB, DLGF, etc.)

**Strategy 4.1: (Terry Spradlin – Champion)** Initiate a new Grassroots Advocacy Campaign Process/Toolkit. **COMPLETED.**

*Note: ISBA Launched its Legislative Action Network in the Fall of 2018 to include: designated legislative liaisons, weekly legislative updates, Live Legislative Update webinars, call-to-action alerts, annual State House Day lobbying event, an advocacy resource guide, and web resources to support local grassroots advocacy by school board members. ISBA Staff will continue these components of the LAN with efforts to improve the effectiveness of each component.*

**Strategy 4.2: (Terry Spradlin – Champion)** Create an “One Voice for Public Education” common advocacy agenda with other K-12 education associations. **IN PROGRESS.**

**Strategy 4.3: (Terry Spradlin – Champion)** Establish core list(s) of state agency leaders and policymakers and plan regular interval of meetings and outreach communication. **IN PROGRESS.**

**Strategy 4.4: (Lisa Tanselle – Champion)** Revamp FRN to engage ISBA and its members in federal-level advocacy. **IN PROGRESS.**

**Strategy 4.5: (Lisa Tanselle – Champion)** Provide a federal advocacy update via email on a quarterly basis. **NEW.**