



INDIANA SCHOOL BOARDS
ASSOCIATION

ISBA Strategic Plan
2022 – 2025

June 3, 2022

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ISBA Board of Directors

Officers

Name	School Corporation	ISBA BOD Service	Local Term Expires
PRESIDENT Tom Simpson*	Yorktown Community Schools	President, 2021-22 1st VP, 2019-21 2nd VP, 2018-19 Director, 2014-18	12/22
1ST VICE PRESIDENT Rebecca Gardenour*	New Albany-Floyd County Consolidated School Corporation	1st VP, 2021-22 2nd VP, 2019-2021 Director, 2017-19	12/24
2ND VICE PRESIDENT Steve Corona*	Fort Wayne Community Schools	2nd VP, 2021-22 Director, 2018-21	12/24
PAST PRESIDENT Robert Stwalley*	Lafayette School Corporation	Past President, 2021-22 President, 2019-21 1st VP, 2017-19 2nd VP, 2016-17 Director, 2010-16	12/22

Directors

REGION 1 Thomas Hoffman	Crown Point Community School Corporation	2014 -	12/22
REGION 2 Becky Linnemeier	Wawasee Community School Corporation	2018 -	12/22
REGION 3 Tim Ehlerding	North Adams Community Schools	2021 -	12/24
REGION 4 Milt Hess	Logansport Community School Corporation	2020 -	12/22
REGION 5 Layla Spanenberg	Carmel Clay Schools	2018 -	12/22
REGION 6 Wade Beatty	Charles A. Beard Memorial School Corporation	2019 -	12/22
REGION 7 John Preble*	Linton-Stockton School Corporation	2015 -	12/22
REGION 8 Jack Russell*	Center Grove Community Schools	2016 -	12/22
REGION 9 Travis Nolcox	North Gibson School Corporation	2021 -	12/23
REGION 10 Lee Ann Wiseheart	New Albany-Floyd County Consolidated School Corporation	2021 -	12/22

* 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
Steve Horton	Director of Board Services	317-639-3570	shorton@isba-ind.org
Rae Anne Motsinger	Comptroller	317-639-4363	ramotsinger@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
Talia Bynm	Administrative Assistant	317-639-3591	tbynm@isba-ind.org

Strategic Planning Process

The Indiana School Boards Association (ISBA) undertook a strategic planning process that began in November 2021. ISBA contracted with Chris Bittinger, CEO/President, Open Pivot, LLC., to facilitate the strategic plan process in coordination with Terry Spradlin, ISBA Executive Director. The first phase of the process included a Membership Survey conducted between November 15 – December 10, 2021, to measure the attitudes and perceptions of members. In addition, ISBA Board of Director members and staff completed a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). Once the SWOT was complete, a thematic analysis outlined the key items for inclusion in the strategic plan.

The key themes of the SWOT analysis outlined strengths such as 100% membership of the Indiana school corporation governing bodies, board participation, and leadership. Internally, the executive director and staff competence remain a strength of the ISBA. The opportunities to build on exceptional communication, programming, and operational excellence prevail. The environmental threats such as political disunity and education reform remain, which are addressed in the strategic plan. These strengths and opportunities were validated through the annual member survey, which indicated high levels of satisfaction with organizational leadership, programming, communication support, and value of membership.

The second phase of the process included strategic planning work sessions of the Board of Directors and staff on March 3-4, 2022. The purposes of the work sessions were to establish the vision, mission, and core values statements as well as identify objectives and strategies for the new three-year strategic plan. A subsequent work session was held with staff on April 14, 2022, to refine and enhance the list of strategies to fulfill the objectives of each goal area. The third and final phase of the development process included advanced draft reviews by the Executive Committee with a discussion session on April 25, 2022, and then final review with input from the Board of Directors and Staff. One last work session of the Board of Directors was held on June 2, 2022, to discuss the plan and its implementation.

The Board approved the strategic plan on June 3, 2022, at its quarterly board meeting.

Background Statement

The Indiana School Boards Association had its beginning in 1949 in the School of Education at Indiana University, Bloomington, Indiana. ISBA has enjoyed 100 percent voluntary membership for 43 of the last 45 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, 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, and lobbying representation with the Indiana General Assembly. Most recently, consultant services for corporation superintendent searches and the Comprehensive Policy Management Services (CPMS) have been added. Generally, ISBA services, excluding conferences, seminars, some webinars, superintendent searches, and CPMS, have been made available to board members at no additional charge.

Vision Statement

The ISBA is Indiana’s premier resource in school governance and a respected advocate of public education.

Mission Statement

The ISBA will support our members with the resources necessary for excellence in local school board governance.

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 for all.

Engaged In A Team Approach: ISBA believes that a collaborative, diverse, 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.

Goal Area #1: Increase Member Engagement and Connectedness

Objectives:

1. Assess board member needs continually to ensure their voice is heard and strengthened
2. Enhance regional engagement by members
3. Enhance and promote member services
4. Address the unique needs and interests of members from socioeconomic perspectives (Rural, Urban, Suburban, Town, High SES, Low SES)

Strategies

- 1.1 (Terry Spradlin – Champion) Assess member needs through focus groups
 - 1.1.1 Include a focus group of representatives from school boards who typically do not attend regional meetings or Fall Conference
 - 1.1.2 Include a focus group of Exemplary school board members to complete a SWOT exercise
 - 1.1.3 Include a focus group of Service Members to seek input on program enhancements
- 1.2 (Terry Spradlin – Champion) Revamp and administer a new Membership Survey to determine progress on new strategic goals
- 1.3 (Haley Crnarich – Champion) Seek member feedback via event evaluation surveys to improve member experience

- 2.1 (Terry Spradlin – Champion) Define and enhance Regional Directors roles and responsibilities through a list of duties related to promoting Association events, programs, and services
 - 2.1.1 Reinstate quarterly newsletters from Region Directors
- 2.2 (Haley Crnarich – Champion) Develop more in-person regional meetings (workshops and seminars)
- 2.3 (Haley Crnarich – Champion) Engage members through pricing and gift card incentives (paid for by Service members or sponsors) for attendance at regional meetings and seminars

- 3.1 (Steve Horton – Champion) Education series on school board service (is/is not and basics) to support members and better inform the public
- 3.2 (Terry Spradlin – Champion) Design and implement a semi-annual “Ask ISBA Anything” virtual meeting with members that will include events, programs, and resource updates from the ISBA staff
- 3.3 (Adam VanOsdol – Champion) Solicit testimonials to use in program and service promotion
- 3.4 (Terry Spradlin – Champion) Reinstate the annual school safety seminar

- 4.1 (Terry Spradlin – Champion) Plan annual joint events with the Indiana Urban Schools Association and the Indiana Small and Rural Schools Association to address unique and diverse needs of members and to promote effective educational delivery for all children
- 4.2 (Terry Spradlin – Champion) Seek out new partnerships with the Indiana Latino Institute, the Indiana Black Expo, and other groups to augment and support the diversity of programs and services to meet the needs of board members from all school corporations
- 4.3 (Haley Crnarich – Champion) Identify diverse topics through RFP process to recruit presenters with expertise on the topics for future events

Goal Area #2: Elevate External Communication

Objectives

1. Target and tailor communications to board members
2. Expand awareness and elevate the status of the EGA program
3. Improve ISBA brand
4. Champion the positives of public education through ISBA communications

Strategies

- 1.1 (Terry Spradlin, Adam VanOsdol, Haley Crnarich – Champions) Create an annual Communications Plan
 - 1.1.1 Hire PR/Communications Consultant to conduct an audit of the ISBA communications platforms, mechanisms, publications, etc.
 - 1.1.2 Audit website assets and remove obsolete content
 - 1.1.3 Create market segmentation by target audience (e.g., subset of members, presidents, superintendents, regions, years of service, etc.)
 - 1.1.4 Develop a social media calendar with content
 - 1.1.5 Develop a plan and secure necessary tools to use video content to promote the Association’s programs, services, and events
 - 1.1.6 Explore digital marketing augmentation/automation software tools
- 1.2 (Adam VanOsdol – Champion) Showcase members in action through publication features and photography
- 1.3 (Adam VanOsdol – Champion) Enhance Association website and increase member use and consumption of website resources
 - 1.3.1 Develop new marketing on ISBA website homepage to showcase services
 - 1.3.2 Add timely content from publications that can be spotlighted on ISBA website to continually refresh and enhance it
 - 1.3.3 Review other state school board associations’ websites and capture design and content organization improvements
 - 1.3.4 Consult with a MC Trade/Personify web designer to keep abreast of website enhancement tools or updates available through the AMS
- 1.4 (Adam VanOsdol – Champion) Identify key performance indicators or metrics to analyze and monitor the success of marketing efforts
- 2.1 (Steve Horton – Champion) Create a team of staff comprised of Director of Board Services, Events & Promotions Specialist, and Administrative Assistant to regularly meet, discuss, and manage the EGA program
- 2.2 (Haley Crnarich – Champion) Create a marketing strategy as a component of the Communications Plan to promote the EGA program
- 2.3 (Steve Horton – Champion) Promote the pathway for EGA certification to new members (e.g., New Board Member Academy and inform of point system)
- 2.4 (Haley Crnarich – Champion) Distinguish award levels with the addition of level 1-4 designations and consider additional distinctions for those achieving Exemplary status such as a permanent “honor roll” listing
- 2.5 (Talia Bynm – Champion) Inform members on how to check EGA progress in Personify (Association Management System)
- 2.6 (EGA Team – Champion) Produce EGA progress status reports to boards and include information on how to advance to next level

- 3.1 (Adam VanOsdol – Champion) Update brand and style guides with input from PR/Communications Consultant
- 3.2 (Adam VanOsdol – Champion) Provide staff with training during a team meeting on purpose, principles, and procedures to follow the updated brand guide standards across all publications (website, magazine, email communication, etc.)

- 4.1 (Adam VanOsdol – Champion) Solicit positive stories to incorporate into newsletter and magazine
- 4.2 (Adam VanOsdol – Champion) Assess viability and options for PSAs via radio and TV (such as “Good News in Education Campaign”)
- 4.3 (Adam VanOsdol – Champion) Develop advocate or member of the month campaign within each region to feature within publications
- 4.4 (Adam VanOsdol – Champion) Initiate public consumption engagement campaigns emphasizing the positive elements and “good news” about public education using student-centered topics and issues of relevancy that will appeal to all citizens.
 - 4.4.1 Educate and inform the public about the importance of school board service and how it relates to supporting our democracy and ensuring students receive the best education possible.

Goal Area #3: Become a Best Practice Resource for Members

Objectives:

1. Provide timely and researched-based guidance and resources on issues facing school corporations and school boards
2. Inform and guide members on best-practice implementation of effective board governance principles, roles, responsibilities, and strategies
3. Elevate the value of resources available by core service area
4. Improve content repository via website

Strategies

- 1.1 (Adam VanOsdol – Champion) Identify and spotlight podcasts in e-Dition that are relevant to leadership, K-12 education, school governance, etc., to educate and inform members of issues and trends in education
 - 1.1.1 Explore in-house podcast production and include as a component of the Communications Plan, if viable for ISBA
- 1.2 (Terry Spradlin – Champion) Utilize “30 Second” videos to highlight Hot Topics in Education
- 1.3 (Terry Spradlin – Champion) Commission annually one new research project that increases access to accurate information or improves the perceptions about public education and informs our members
- 1.4 (Service Area Leads – Champion) Provide evening and on-demand webinars or content to expand programming availability and access
 - 1.4.1 Record featured sessions from the Fall Conference and seminars to add to an ISBA video resource library
- 1.5 (Adam VanOsdol – Champion) Send out on-demand content, including MP3 audio recordings, and highlight across promotions platforms and mechanisms
- 2.1 (Steve Horton – Champion) Develop and promote a strategic planning service as a fee-for-service option under Board Services
- 2.2 (Steve Horton – Champion) Establish a quarterly webinar on board governance by the Director of Board Services and semi-annual regional workshops (including New Board Member Academy, School Board Candidate Forums, and Leadership Academy)
- 2.3 (Service Area Leads – Champions) Highlight research and content of resource guides with executive summaries and voice over PPT
- 3.1 Review and evaluate the resource manuals and guides produced in the core services area
 - 3.1.1 (Julie Slavens – Champion) Create an overview and tip sheet with accompanying webinar on role of school board in developing, updating, and adopting policies to address basic principles and best practices
 - 3.1.2 (Julie Slavens – Champion) Provide additional resources such as Policy Advisors and lists of required and essential policies on Policy Services page
 - 3.1.3 (Lisa Tanselle – Champion) Plan an annual Due Process Update with alternating years of workshops and webinar to ensure new central office and building level administrators have sufficient knowledge and training. Make webinar recording and manual available as an on-demand package for purchase year-round
 - 3.1.4 (Adam VanOsdol) Digitize all manuals and publications using Adobe Acrobat Pro or other software to enhance user-friendly features beyond a basic PDF

- 4.1 (Rae Anne Motsinger – Champion) Identify procedures through AMS to protect proprietary member service resources to minimize unauthorized distribution or duplication (e.g., copyright materials)
- 4.2 (Adam VanOsdol – Champion) Establish guidelines and priorities for repository
- 4.3 (Adam VanOsdol – Champion) Create easy to access and navigate repository library for members with search option

Goal Area #4: Take ISBA Advocacy to The Next Level

Objectives:

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

Strategies:

- 1.1 (Terry Spradlin – Champion) Develop plan to inform and involve legislators of ISBA legislative priorities and positions
 - 1.1.1 Invite legislators to select and relevant ISBA events
 - 1.1.2 Provide template for planning of legislator forums to implement locally
 - 1.2 (Talia Bynm – Champion) Inform members of legislative priorities and anticipated legislation through email distribution, advocacy trainings, inclusion in Advocacy Guide, under News on homepage, and on Legislative Services page
 - 1.3 (Terry Spradlin – Champion) Provide members with additional opportunities to engage with legislators regarding issues of relevance to public education
 - 1.4 (Lisa Tanselle – Champion) Assess need for continuation of FRN and approach to federal advocacy considering membership status in a national association and/or consortium
 - 1.5 (Terry Spradlin – Champion) Build, support, and/or participate in advocacy coalitions to champion common causes
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- 2.1 (Terry Spradlin – Champion) Increase programs and communications targeting legislative liaisons
 - 2.2 (Terry Spradlin – Champion) Consider advocacy software programs to aid legislative liaisons and all board members with on-demand, timely advocacy efforts
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- 3.1 (Talia Bynm – Champion) Enhance educational advocacy guide for members
 - 3.1.1 Request Legislative Committee review and input on Advocacy Guide
 - 3.2 (Terry Spradlin – Champion) Create advocacy and legislative training opportunities for board members
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- 4.1 (Terry Spradlin – Champion) Create a networking plan to build relationships with key leaders that formally involve staff as liaisons and ambassadors for ISBA
 - 4.2 (Terry Spradlin – Champion) Identify a 'Top 10' list of key government leaders along with corresponding networking strategies to enhance depth of these relationships

Goal Area #5: Optimize Organizational and Operational Excellence

Objectives:

1. Ensure continuity of services
2. Enhance partnership programs
3. Create ISBA human capital plan (staffing plan)

Strategies

- 1.1 (Rae Anne Motsinger – Champion) Document all processes and procedures by position
 - 1.1.1 Establish a priority task list by month per position
- 1.2 (Terry Spradlin – Champion) Conduct a workflow analysis to increase efficiency and effectiveness of service delivery
- 1.3 (Rae Anne Motsinger – Champion) Audit current IT capacity
 - 1.3.1 Review IT software and systems support; eliminate obsolete tools and identify new software optimization and efficiency tools

- 2.1 (Talia Bynm – Champion) Enhance website homepage visibility with scrolling or featured content highlighting partnerships and regularly update partnership landing pages
- 2.2 (Adam VanOsdol – Champion) Review journal ads for partnership promotion optimization
- 2.3 (Adam VanOsdol – Champion) Create an annual schedule of partnership (ad) promotions in The Journal and email blast distributions

- 3.1 (Terry Spradlin – Champion) Evaluate staff capacity and overall hiring needs
 - 3.1.1 Staff FTE study
 - 3.1.2 Review organization charts of other state school board associations, including IT staff, finance, legal, policy, advocacy, marketing and communications, field representation, and use of consultants
 - 3.1.3 Examine use of “1099 consultants” to help expand services in core service areas, beginning with Board Services
 - 3.1.4 Succession planning strategy (e.g., legal services and policy staff)
- 3.2 Develop internship program to enhance capacity and build talent pipeline
 - 3.2.1 (Lisa Tanselle and Julie Slavens – Champion) Establish a summer and/or fall legal internship program
 - 3.2.2 (Terry Spradlin – Champion) Establish a legislative internship program coinciding with each budget session
 - 3.2.3 (Terry Spradlin – Champion) Establish a marketing and communications internship program to support implementation of the Communications Plan