

# MASA Long-Range Planning Committee Report 2014-15

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## Committee Members

John Jungmann, Springfield - Chair  
Scott Downing, Warsaw R-IX - Vice Chair  
Jim Carver, Arcadia Valley R-II - Southeast  
Karma Coleman, Nodaway- Holt R-VII - Northwest  
Eric Knost, Rockwood - Greater St. Louis  
Scott Patrick, Warrensburg R-VI - West Central  
Andy Turgeon, Knox County R-I - Northeast  
Todd White, North Kansas City - Greater Kansas City  
Michael Whittaker, Steelville R-III - South Central  
Chance Wistrom, Republic R-III - Southwest

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## MASA Strategic Plan - 2015

*Lead – Develop – Support*

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### **MISSION** *(Why we exist)*

*Develop and support effective public school leaders  
who positively impact the lives of Missouri students*

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### **VISION** *(Our future state)*

*We envision innovative, future-focused leaders  
for every public school student.*

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### **BELIEFS** *(What we stand for)*

- *Public education is the cornerstone of the success of our state and nation*
- *Leadership development impacts student success*
- *Maximizing student success requires a broad network of allies committed to strengthening public education*
- *Membership engagement is vital to the success of our mission*

**Strategic Priority: Maintain strong membership and financial stability**

**Objective 1:** Construction and deployment of a leadership transition orientation process for incoming superintendents (at regional level – look for existing partnerships).

Action Plan	Person Responsible	Time Frame	Cost
A. Review mentor program and adjust to meet the needs of incoming school administrators.	Executive Director	2015-16	Re-Align Duties
B. Provide increased support at the regional level for transitioning new superintendents.	Executive Director	2016-17	Re-Align Duties
C. Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.	Associate Director	2015-16	Re-Align Duties

**Objective 2:** Demonstrate organization’s value and impact of membership through improved communication strategies that align with the strategic plan.

Action Plan	Person Responsible	Time Frame	Cost
A. Develop a communications plan which includes social and digital media that positively promotes the mission, vision, beliefs and strategic priorities of the association.	Communications Director	2015-16	Additional FTE
B. Provide increased support at the regional level for transitioning new superintendents.	Executive Director	2016-17	Re-Align Duties
C. Partner with regional cooperatives/MASA districts in providing quality professional development opportunities	Associate Director - PD	2015-16	Re-Align Duties

**Objective 3:** Demonstrate organization’s value and impact of membership through improved communication strategies that align with the strategic plan.

Action Plan	Person Responsible	Time Frame	Cost
A. Shift dues structure over multiple years in order to provide resources to support the MASA Strategic plan.	Executive Director	2015-16 2016-17	Re-Align Duties
B. Conduct an annual review of programs and services to ensure effective use of resources.	Executive Director	2015-16	Re-Align Duties

**Objective 4:** Annual strategic plan review by ad-hoc committee.

Action Plan	Person Responsible	Time Frame	Cost
A. Conduct an annual survey of the membership each year aligned to the strategic plan of the association.	Executive Director	2015-16	Re-Align Duties
B. Make the Long-Range Planning Committee a standing committee that reviews the strategic plan and reports annually to the executive committee and/or membership.	Executive Director	2015-16	Re-Align Duties

**Strategic Priority: Increase leadership capacity through professional development and collaboration**

**Objective 1:** Construct and deploy process to orient and support regional presidents to increase value of regional meetings.

Action Plan	Person Responsible	Time Frame	Cost
A. Schedule meeting and provide orientation for district presidents prior to August 1 to provide assistance and support for district meetings that align with MASA mission, vision and strategic goals.	Executive Director	2015-16	Re-Align Duties
B. Provide organization and communication resources for regional presidents.	Executive Director	2016-17	Re-Align Duties
C. Ensure that district presidents have the support they need to communicate with their members on issues and topics of importance.	Executive Director	2015-16	Re-Align Duties

**Objective 2:** Provide increased training opportunities on effective leadership practices (i.e. – communication, change management, legislative advocacy, etc.).

Action Plan	Person Responsible	Time Frame	Cost
A. Provide regional professional development opportunities through sharing of best practices.	Associate Director - PD	2015-16	Re-Align Duties
B. Train members to be more effective communicators within their own school district and in the current political environment.	Communications Director	2016-17	Additional FTE
C. Research, analyze and share educational issues, innovative practices and effective management strategies with membership.	Associate Director - PD	2015-16	Re-Align Duties

**Objective 3:** Demonstrate organization’s value and impact of membership through improved communication strategies that align with the strategic plan.

Action Plan	Person Responsible	Time Frame	Cost
A. Identify, share, and celebrate best practices/practitioners (i.e. expand recognition to innovative programs).	Associate Director - PD	2015-16	Re-Align Duties
B. Disseminate each month a communication that highlights innovative leaders and practices.	Communications Director	2016-17	Additional FTE

**Objective 4:** Review all state-wide conferences and identify opportunities for increased collaboration, impact, and value.

Action Plan	Person Responsible	Time Frame	Cost
A. Evaluate all conferences and workshops yearly and offer recommendations for increasing their impact, value and collaboration opportunities.	Executive Director	2015-16	Re-Align Duties
B. Investigate opportunities to partner with DESE to develop a comprehensive back-to-school administrators conference that provides increased value.	Executive Director	2015-16	Re-Align Duties

**Strategic Priority: Identify allies and build partnerships that effectively protect, promote, and advance public education**

**Objective 1:** *Develop and deploy strategies that effectively increase public education advocacy throughout the state.*

Action Plan	Person Responsible	Time Frame	Cost
A. Develop comprehensive talking points on education issues and provide to membership.	Team Effort	2015-16	Re-Align Duties
B. Work to develop relationship with statewide and regional media outlets to deploy communications on the value of public education.	Communications Director	2015-16	Additional FTE
C. Work to build improved relationship and increased levels of trust with legislators at the state level.	Director Leg. Advocacy	2015-16	Additional FTE
D. Deploy a task-force to research the impact of our current accreditation system on learning in Missouri and provide recommendations for future improvement.	Executive Director	2015-16	Re-Align Duties
E. Increase MASA membership involvement in federal advocacy through visits to D.C and communications with federal officials.	Assoc. Dir. Public Affairs	2016-17	Re-Align Duties

**Objective 2:** *Increase impact of existing partnerships/coalitions (i.e. Better Schools, SAC, Ed Roundtable, Regional Collaboratives, etc.).*

Action Plan	Person Responsible	Time Frame	Cost
A. Increase fundraising activities for PAC that expands membership base and extends base to include other educational partners.	Assoc. Dir. Public Affairs	2015-16	Re-Align Duties
B. Create new political endorsement process that narrows the focus for maximum impact.	Assoc. Dir. Public Affairs	2016-17	Re-Align Duties
C. Actively engage members and existing partners at the Missouri Capitol.	Director Leg. Advocacy	2015-16	Additional FTE
D. Identify partners that share common beliefs with MASA who can maximize advocacy efforts.	Assoc. Dir. Public Affairs	2015-16	Re-Align Duties

**Objective 3:** *Develop and support membership in the deployment of advocacy strategies at the local level.*

Action Plan	Person Responsible	Time Frame	Cost
A. Provide regional professional development opportunities for members to learn how to become more effective advocates at the local level.	Assoc. Dir. Public Affairs	2015-16	Re-Align Duties
B. Create strategies that identify legislative support or opposition to public education.	Director Leg. Advocacy	2015-16	Additional FTE
C. Actively support candidates for legislative office who support public education.	Assoc. Dir. Public Affairs	2016-17	Re-Align Duties
D. Develop, maintain and utilize opportunities to access data that will assist MASA in disseminating and developing advocacy strategies.	Assoc. Dir. Public Affairs	2016-17	Re-Align Duties

**Total Cost:** Two Additional FTEs

# Re-Alignment of Duties/Staff Additions

## **MASA Executive Director**

### **Would remove from current responsibilities**

- Publication design and layout
- Regular visits to state capitol
- Oversee planning of MASA Spring Conference
- Oversee planning of events at AASA Conference
- Oversee planning of events at MSBA/MASA Fall Conference
- Prepare press releases
- Organize golf tournaments
- Manage the website
- Manage the social media

### **Will add to current responsibilities**

- Review mentor program.
- Provide increased support at the regional level for transitioning new superintendents.
- Conduct an annual review of programs and services
- Staff Long-Range Planning Committee
- Schedule meeting and provide orientation for district presidents.
- Ensure that district presidents have the support they need
- Evaluate all conferences and workshops yearly .
- Investigate opportunities to partner with DESE to develop a comprehensive back-to-school administrators conference that provides increased value.
- Deploy a task-force to research the impact of our current accreditation system on learning in Missouri and provide recommendations for future improvement.
- Oversee new communications position

## **MASA Associate Exec. Dir. of Professional Dev.**

### **Would remove from current responsibilities**

- Overseeing MCSA Outreach Budget
- Assist with management of MASA website content

### **Will add to current responsibilities**

- Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.
- Oversee planning of MASA Spring Conference
- Oversee planning of events at AASA Conference
- Oversee planning of events at MSBA/MASA Fall Conference
- Organize golf tournaments
- Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.
- Research, analyze and share educational issues, innovative practices and effective management strategies with membership.
- Identify, share, and celebrate best practices/practitioners.

## **Change: MASA Director of Legislative Advocacy**

### **To: MASA Associate Exec. Dir. of Public Affairs**

### **Would remove from current responsibilities**

- Coordinate the lobbying assistant program
- Prepare the Legislative Bulletin
- Organize Capitol visits for members of MASA
- Developing working relationship with members of Mo General Assembly
- Daily presence at the state Capitol

### **Will add to current responsibilities**

- Work with political consultant to develop political strategies.
- Identify partners that share common beliefs with MASA.
- Develop comprehensive talking points on legislative issues.
- Provide regional professional development opportunities for members to learn how to become more effective advocates at the local level.
- Actively support candidates for legislative office who support public education.
- Increase fundraising activities for PAC.
- Create new political endorsement process that narrows the focus for maximum impact.
- Develop, maintain and utilize opportunities to access data that will assist MASA in disseminating and developing advocacy strategies.
- Increase Federal Advocacy efforts.
- Oversees Director of Public Policy

## **New Position – MCSA Dir. of Legislative Advocacy**

- Maintain a daily lobbying presence at the state Capitol.
- Coordinate the lobbying assistant program
- Prepare the Legislative Bulletin
- Organize Capitol visits for members of MASA
- Work to build improved relationship and increased levels of trust with legislators at the state level.
- Actively engage members and existing partners at the Missouri Capitol.
- Create strategies that identify legislative support or opposition to public education.

## **New Position – MASA Communications Director**

- Develop an annual communications plan.
- Train members to be more effective communicators within their own school district and in the current political environment.
- Disseminate each month a communication that highlights innovative leaders and practices.
- Work to develop relationship with statewide and regional media outlets.
- Publication design and layout
- Draft press releases and literature to assist in lobbying
- Maintain websites and presence on social media
- Organizes press conferences, conference calls, and other events to all members to discuss policy and political issues.

# Financial Needs

Current MASA dues of .005 generates	\$346,000
An increase of .001 would generate	\$69,000

**Recommendation: Increase MASA dues for 2015-16 by .001 and increase MASA dues for 2016-17 by .001. Change MASA sponsorship programs to generate additional revenue.**

## Phase 1

Increased Dues Revenue by .001 in 2015-16	\$70,000
Increased Sponsorships	\$10,000
<b>Expense Changes in 2015-16</b>	
Add New Director of Legislative Advocacy on November 1 (2/3 of year)	\$60,000
Add Communications Director on January 1 (1/2 year)	\$32,500
Stop MoParent Paid Development Costs	(\$35,000)
Continue to Employ Political Consultant	\$45,000
<b>Total Budget Impact 2015-16</b>	<b>(\$22,500)</b>

## Phase 2

Increased Dues Revenue by .001 in 2016-17	\$70,000
<b>Added Expenses in 2016-17</b>	
Additional 1/3 year of Director of Legislative Advocacy	\$30,000
Additional 1/2 year of Communication Director	\$32,500
<b>Total Additional Impact on Budget</b>	<b>\$7,500</b>

## Total Impact on Budget of Strategic Plan

Increased Dues Revenue by .001 in 2015-16	\$70,000
Increased Dues Revenue by .001 in 2016-17	\$70,000
Increased Sponsorship	\$10,000
<b>Total Additional Revenue</b>	<b>\$150,000</b>

New Director of Legislative Advocacy	\$90,000
New Communications Director	\$65,000
Stop Payments for MoParent	(\$35,000)
Employ Political Consultant	\$45,000
Total Additional Expenses	\$165,000
<b>Total Impact on MASA Budget</b>	<b>(\$15,000)</b>