



STRATEGIC PLAN

July 1, 2017 – June 30, 2020



Overview

The Association of Latino Administrators and Superintendents (“ALAS”) Strategic Plan consists of one priority and four goals, each with specific strategies designed for goal attainment. The ALAS Board approved the strategic plan at its meeting on October 12, 2017. The ALAS Board is committed to accomplishing this plan over the next three years, from July 1, 2017 to June 30, 2020. The following strategic goals have been identified as critical to fulfilling ALAS mission.

Priority

Financial Stability by September 2018

Goals

- Increase Membership
- Redefine Organizational Leadership and Structure
- Increase National Recognition
- Increase Latino Administrator Impact

Priority: Financial Stability

Financial stability is critical to the success of ALAS and the aforementioned goals, therefore it is a priority of the Board. The objectives were created with the aim of reaching financial stability by September 2018.

- Clear all outstanding debt
- Approve a balanced budget
- Reduce spending
- Diversity revenue sources
- Create a budget reserve

To achieve financial stability, ALAS will work to clear all outstanding debt from the 2015-2016 year, as of July 23, 2017 this debt is \$85,890.05. ALAS will also clear the current 2016-2017 outstanding expenses which are approximated to be \$70,000.00.

To further our goal of financial stability, *the 2017-2018 ALAS budget will be approved by August 21, 2017*. In considering the budget, we will find ways to cut spending, for example we will avoid location costs by leveraging partners for meeting locations. Additionally, we will explore the use of purchasing Continued Learning Education credit and avoid keynote speaker costs. We will also consider ways to avoid contractor costs, such as by using local staff as support at summit.

To further our objective of financial stability, we will control the Superintendents Leadership Academy (“SLA”) expenditures. The SLA committee, comprised of the Board President, Director of SLA and the Executive Director, will prepare an annual budget to be approved by the Board. This budget should be inclusive of costs, focused on revenues, and director fees. Additionally, a budget/ expenditure form will need to be filled out one month before each event. We will also explore virtual participation to avoid participant and speaker travel costs.

In furthering this objective, we will approve *a balanced 2018-2019 budget by June 30, 2018*. This budget will be *proposed in April 2018 and the final budget will be adopted in July 2018*. A budget calendar will be finalized by the Executive Director by October 2017.

Diversifying our revenue sources is also critical to our plan for obtaining financial stability. Currently the ALAS revenue comes from partners, memberships, loans, revolving line of credit and credit cards. At the moment ALAS does not obtain any grant money, our goal is to obtain \$250,000.00 in new grant money. Additionally, we would like to develop an ongoing sustainable source of revenue for SLA. A potential source of revenue is to charge the 2018-2019 SLA Cohort participants a fee for participating in the program. Each director will also be asked to contribute or generate at least \$1,200.00 of personal funds or \$5,000.00 in other partnership or source funding.

Finally, we will create *a budget reserve for contingencies effective October 1, 2018*. To advance this goal, 1% of all new income will be set aside as reserve funds to establish a budget reserve equivalent to 3% of the operating budget.

Goal: Increase Membership

An increase in membership is essential to the organizations success. Therefore, we will work to increase membership by developing the branding and communicating techniques currently used, as well as work to strategically deliver the ALAS message to engage members, affiliates, partners, and external groups.

- Modernize ALAS Logo
- Increase followers on Facebook and Twitter
- Launch new website
- Provide ALAS registration materials online
- Provide member tools and tips online
- Provide discounted membership fees to state affiliate members
- Provide discounted conference fees to state affiliate members
- Develop tool kits for administrators

1. **Branding and Communication**

In an effort to increase membership, we are committed to modernizing the organizations branding, as well as increasing communication with members and prospective members.

Communication with prospective members is critical over the next couple of years as ALAS aims to achieve the aforementioned goals. To initiate work towards this goal, ALAS will work to increase the number of followers on Facebook and Twitter. We believe that by increasing our posting on Facebook we will generate more exposure to potential members. It is our goal to post 2-3 times a day on Facebook. Currently, we post on Twitter 3-4 times a day and will continue to do so. During the past 10 months, the number of visits on the ALAS Facebook has increased from 34 to 2,000. We hope to ***increase the number of followers on Facebook and Twitter to 5,000 by September 2018.*** To further support the goal of increasing membership, the

ALAS Facebook page will include all registration materials needed to become a member. By incorporating the registration materials on Facebook, we hope to facilitate the increase in membership by making it easier for potential members to join ALAS and to stay up to date with ALAS information and events. To facilitate an increase in followers, we plan to invite affiliates to follow the ALAS Facebook page.

To support this goal we will *launch a new ALAS website at the 2017 Summit*. The website will provide information on member benefits and describe the value of membership. The new website will include exclusive member “tips” and webinars. These recordings will be made during the 2017 Summit. The new website will also include online applications for SLA and student scholarships.

To further support the goal of increasing membership, we will work on our branding. We will begin by redesigning the ALAS logo, in designing the new logo the committee aims to create a more modern look while keeping costs in mind. Currently, the committee plans to keep the ALAS theme, but is considering removing the eagle.

To better serve members, the ALAS Membership and Bylaws Committees will review our mission statement every six years to ensure it is aligned with the organizations current purpose, to simplify and synthesize the mission and purpose of ALAS.

2. Strategically Deliver ALAS’s Message to Engage Members, Affiliates, Partners, and External Groups

Similar to increasing communication, we believe in the importance of delivering the organizations message effectively in order to engage members, affiliates, partners and external groups. By effectively delivering the ALAS message to members, ALAS hopes that *current superintendent members will be able to recruit their administrators to join ALAS*. By working with affiliates and external groups, we hope to develop relationships that will function as a “pipeline” for aspiring administrators to become ALAS members. To further this goal, we will provide *discounted membership fees and conference fees to state affiliate members* as an

incentive to join ALAS. We will also develop *programs to target entry level membership from Assistant Principals*. ALAS is also dedicated to developing relationships with aspiring Assistant Principals. We hope to target aspiring Assistant Principals by providing meet and greets between them and the ALAS Board members. To help foster relationships with affiliates, ALAS will *prepare advocacy tool-kits for each state affiliate and administrators*.

3. Additional Success Indicators

With respect to branding and communication, measures to determine accomplishing these objectives include: increasing the number of followers on Facebook and Twitter, launching a new website expected to be unveiled at the 2017 Summit, redesigning the ALAS logo, and updating the ALAS mission statement.

Measures to determine accomplishing these objectives include: more developed relationships with affiliates and external groups, an increase in membership, and an increase in entry level membership by Assistant Principals.

Goal: Redefine Organizational Leadership and Structure

Redefining the organizational leadership and structure of ALAS is critical to the achievement of this strategic plan. To attain this goal, the bylaws will need revision, director expectations need to be clarified, and participation from members for outreach is needed. In redefining the organizational leadership and structure of ALAS, equity will be kept in mind, specifically in regards to the perceived differences amongst membership between east coast and west coast or the southwest influence.

- Revise Bylaws, Rules, and Regulations
- Redefine expectations for directors
- Create organizational flow chart
- Increase the use of technology for communication purposes

1. Revise Bylaws or other Rules/ Regulations

As an objective for attaining this goal, the bylaws will be revised to identify the specific expectations of directors and to identify individuals who are willing to serve and satisfy their commitments to the organizations. The revision of bylaws will include expectations for each director to *ensure that every director satisfies her/his commitment*, submits required conflict of interest forms, and understands that when unable to fully serve, she/he should give notice of inability to serve to allow ALAS to appoint a new director who may step forward. The bylaws will be written in a manner which makes these expectations clear. Additionally, the bylaws will reflect the expectation that *each member of the Board participate and serve on at least one board-identified committee*. In an effort to assist new Board members with understanding their responsibilities, *a Board “Buddy” system will be created*, this program will pair new Board members with senior level Board members. Further, *provide new Board members with onboarding documentations and a Director Guidebook* to help them better understand their

responsibilities. The bylaws revision will also include a procedure for Board of Directors nominations and elections that keeps affiliate participation in mind.

2. Create an Operational/ Organizational Flow Chart

Another objective to improve the organizational structure is to *create an operational/ organizational flow chart* that describes the organizational structure and provides members an understanding of their representative and the lines of communication to and from the Board of Directors.

3. Leverage Capacity from within Membership for Outreach

While redefining organizational leadership, we will leverage capacity from within our membership. We will work to identify *SLA alum to serve as committee participants*. In some instances SLA alum members may be limited as observers or non-voting committee members on certain committees. Senior level Affiliate Officers or Affiliate Executive Directors may also be looked at to participate on committees.

4. Increase the Use of Technology for Communication Purposes

A further objective to improve communication within the organization is to increase the use of technology. Increasing the *use of technology can improve Board member meeting participation* and improve outreach to underrepresented regions. Advancing this goal, we will make better use of or incorporate the use of technology such as Google Docs to make it more accessible for Board members to review information, post bylaws and review financial summaries. We will also work to incorporate the use of Zoom meetings.

5. Equity

Equity in communications is important to address and *break down the perceived differences amongst the membership* between east coast and west coast or the southwest influences. Additionally, there is a need for equity in addressing the nominations process so that there is input from regions or affiliates and not just driven by the Board of Directors. Further, there is a desire to gather and monitor data from amongst the existing ALAS members to determine the levels of Latino and Latina representation in educational leadership positions.

Goal: Attain National Recognition

ALAS aims to be nationally recognized as the organization for “endorsing, promoting,” and “advocating” for Latino student issues. In April 2017, ALAS established a legislative platform to advance this goal. We will *update the organization’s platform annually, beginning each year in December.*

- Articulate policy positions
- Create effective advocacy plan
- Establish a legislative platform annually

As an objective for attaining this goal, *we will disseminate position statements on issues of national interest periodically.* For example, in February 2017 ALAS released a position statement concerning immigrant status and in August 2017 we circulated a position statement regarding Deferred Action for Childhood Arrivals (“DACA”). ALAS can further obtain this goal by writing opinion editorials on issues of national interest.

A further objective is to create *a plan for more effective advocacy* on Capitol Hill that is consistent with ALAS’s 501(c)(3) status. This would include *coordinating with Legislative Day Participants.* Additionally, ALAS can develop advocacy letters for members to communicate to their elected representatives.

Goal: Increase Latino Administrator National Impact

Similar to the goal of obtaining national recognition, ALAS aims to increase the national impact of Latino administrators. In addressing this goal we will *gather and monitor data from within ALAS's membership* and on a national level for gender and Latino representation in educational leadership positions. This information will be used to provide purpose driven opportunities in employment, professional development programs, and SLA focused topics. Additionally, we will *focus our networking opportunities* to address any actual or perceived disparities of Latino and Latina representation in educational leadership positions. From an equity standpoint, focusing ALAS's networking opportunities *to address any actual or perceived disparities in Latino administrator access or participation* is key. Our goal is to use this data to be intentional with the programing we offer to our members.

- Survey Latino and gender representation in educational leadership positions
- Address disparities in Latino administrator access
- Provide networking opportunities

An objective is to improve communication with school districts and search firms *to help identify qualified ALAS members who are interested in administrative positions*. This includes developing a communication system to inform members of national employment opportunities in administrative positions. Additionally, improved communication will include issuing press releases and perhaps holding press conferences to draw more attention to the leadership of current ALAS members.

To further this objective, *the use of technology will be important*. ALAS will need to use various different technological means *to disseminate the message regarding Latino administrator impact*. ALAS can utilize Facebook Live more to improve this communication.