



# Strategic Plan 2007-2012

Mission: *The Staff Development Council of Arizona is dedicated to student success by cultivating professional learning for all.*

## **SDCAz Strategic Priority #1: Developing School Leaders** (NSDC Strategic Priority #4)

SDCAz Goal: By 2012, an increasing number of members report that participation in selected SDCAz networks and/or programs has improved teaching and learning in their schools.

### 2007-2008 Action Steps:

1. SDCAz will lead conversations focused on improving performance of school leaders using data that impacts teaching and learning in their schools
2. Presenters, speakers, and keynotes focus on using data to improve professional development that impacts teaching and learning in Arizona schools

### 2007-2008 Point Persons:

1. Kristin Metler-Armijo and Tamara Honvlez

### 2007-2008 Current Status:

1. Dates for 3 professional learning opportunities (PLO) during 2007-2008
2. September 10, 2007: SAI Knowledge of NSDC Standards Leads to Professional Learning – Karen Olson, Arizona Department of Education
3. February 20-21, 2008: Data Driven Teaching Instruction, Leadership and Professional Learning
4. May 12, 2008: TBD



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## **SDCAz Strategic Priority #2: Engaging Thought Leaders** (NSDC Priority #5 Engaging Thought Leaders)

SDCAz Goal: By 2012, an increasing number of organizational individual thought leaders will be able to describe SDCAz influence on their views and practice of professional learning.

By 2007-2008 Action Steps:

1. Create personal contact list with potential organizational leaders
2. Invite potential organizational leaders to an informational forum
3. Develop common purpose and understanding of the NSDC Standards
4. Creating partnership that promote effective professional learning aligned with NSDC Standards

2007-2008 Point Persons: Patty Horn and Tamara Honvlez

2007-2008 Current Status:

1. Develop list of potential organization and key individuals

## **SDCAz Strategic Priority #3: Collect Evidence** (NSDC Priority #2 Documenting the Evidence)

SDCAz Goal: By 2012, an increasing number of SDCAz members will report access to evidence which links effective professional learning to student learning

By 2007-2008 Action Steps:

1. Begin to request evidence from state organizations and affiliate members that contain elements of effective professional learning and/or that relationship to student learning
2. Begin to collect evidence that contains elements of effective professional learning
3. Begin to collect evidence that contains elements of effective professional learning in relationship to student learning

2007-2008 Point Persons: Andrew Szczepaniak and Mori Kemper

2007-2008 Current Status: Board members are actively seeking data and sharing the purpose with others.

## MSDC Strategic Plan – 2007-2008

The MSDC advocates for quality research-based professional development policies and practices to increase the capacity of those who work to improve student learning.

Assumption: There is a lack of knowledge in Michigan about quality professional development.

GOAL 1: Increase the understanding, use, and advocacy of standards for quality professional development and educator learning across the state.








Assumption	Strategy	Activities	Responsible Party	Timeline	Indicators of Success	Results
A. Articulate the definition of quality professional development <i>understanding</i>	A. Articulate the definition of quality professional development <i>understanding</i>	A1. Publicize MDE's Vision and Standards of Professional Development that includes the NSDC Goal and Standards.	Comm. Committee	On-going	Regular feature in newsletter – stories of exemplars of various standards, one per newsletter.	Articles in 7 editions
		A2. Partner with other organizations to articulate and disseminate information about quality PD.	President designated board member	On-going		
		A3. Create a visual framework to articulate quality professional learning.	Education/Advocacy Comm.	June, 2008	Framework is created and use is defined.	No work on this completed in 2007.
		B1. Define the profile of an ideal MSDC member; use to recruit new members.	Membership Comm.	January, 2007	Profile is defined and used.	
B. Promote two-way communication among stakeholders about legislation, state and local issues, policies and resources regarding standards-based professional development, electronically and in print. <i>understanding</i>	B. Promote two-way communication among stakeholders about legislation, state and local issues, policies and resources regarding standards-based professional development, electronically and in print. <i>understanding</i>	B4. Provide members with information regarding NSDC resources, including the national convention.	Comm. Cmte. President	On-going	Information is disseminated	Articles in 6 editions

<p><b>C. Provide and model standards-based professional learning opportunities. <i>use</i></b></p>	<p>C1. Identify and provide professional development opportunities for various stakeholders.  C1a. Identify training content, trainers, schedule and location  C1a1. Identify key contacts in each ISD.</p> <p>C2. Pilot implementation of a network of learning communities around quality professional learning growing out of participants who attended the Schmoker event and who will attend Spark's event in 6/07.</p>	<p>Education/Advocacy Committee</p>	<p>On-going  In 2008-3 2-day series for Adaptive Schools training</p>	<p>Programs are held and supported by attendees.</p>	<p>In 2007-  D. Sparks  Joellen Killion  Collab. On H.  S. Summit</p>
<p><b>D. Provide services to assess PD needs and evaluate the quality and impact of professional development. <i>use</i></b></p>	<p>D1. Partner in the Collaborative Conference Planning Initiative.</p> <p>D2. Recognize quality PD programs with a building level self-review process.  D2a. Establish criteria for the self-review process  D2b. Identify communication pipelines to publicize process.  D2c. Determine how schools will be recognized, eg. Certificate of Participation  D2d. Determine facilitators to work with building staff.</p>	<p>Education/Advocacy Committee</p>	<p>Ongoing</p> <p>07-08 work continues with support of LPA's Great Lakes East team.</p> <p>Will align with SIF rubric, NSDC standards and Ed Yes report; will extend beyond the ED Yes!; Idea to recognize programs to SBOE</p> <p>07-08</p>	<p>Learning communities are implemented.</p> <p>Process is implemented</p>	<p>Has begun; second mtg. scheduled</p> <p>Will draft criteria and process to report to Jan. 08 board meeting.</p> <p>Will emerge from the identification work being done by Steve Hecker for MDE</p>
<p><b>E. Participate in the creation of knowledge around standards-based professional development. <i>use</i></b></p>	<p>E1. Create case studies and exemplars around programs that participate in the MSDC Self-Review Process</p>	<p>Education/Advocacy Committee</p>	<p>Exemplars are created.</p>	<p>Exemplars are created.</p>	<p>Exemplars are created.</p>

	<p>E2. Ensure that membership materials reflect key ideas about professional learning</p> <p>F. Assist in designing the data collection tools about standards-based PD in Michigan and in analyzing the data. <i>use</i></p> <p>G. Influence state policy, legislation, procedures, and funding around professional development. <i>advocacy</i></p> <p>H. Assist in building, supporting and facilitating an active learning community of professional organizations and leaders to advocate for and coordinate standards-based professional development efforts in Michigan. <i>advocacy</i></p>	<p>E2. Ensure that membership materials reflect key ideas about professional learning</p> <p>F1. Identify the type of data needed during self-review process.</p> <p>F2. Identify a systematic method of collecting and reporting the data.</p> <p>G1. Communicate on a regular basis with the state board, state legislators and the MDE regarding state policy and funding.</p> <p>G1a. Find exemplars of powerful professional learning in action in schools that demonstrate continuous improvement despite statistical predictions (positive deviance).</p> <p>G1b. Develop position paper and talking points advocating for restructuring school time (1098 hrs) in support of high quality professional learning.</p> <p>G1c. Equip and coordinate members to meet w/legislators</p>	<p>Michigan State Board of Education</p> <p>Education Advocacy Committee</p> <p>Executive Committee</p> <p>Education Advocacy Committee</p> <p>Education Advocacy Committee</p> <p>Education Advocacy Committee</p>	<p>On-going</p> <p>By spring 08</p> <p>As needed</p> <p>07-08</p> <p>Recent legislation to reduce PD days to 2 provides context for bringing up this issue.</p> <p>As needed</p>	<p>Data collection tools are implemented.</p> <p>Communications take place, with policy being impacted.</p>	<p>Will come as criteria and process are drafted.</p> <p>Will emerge from the identification work being done by Steve Hecker for MDE</p> <p>Did not occur in 07</p>
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Assumption: MSDC is not as viable and powerful an organization as what it could and needs to be.

**Goal 2 – Increase the visibility, influence, and credibility of MSDC and NSDC to partner in transforming the existing systems for the delivery of professional learning and development.**

Assumptions	Strategy	Activities	Responsible Party	Timeline	Indicators of Success	Results
	A. Increase membership and membership diversity in MSDC and NSDC.	<p>A1. Present a one-year MSDC membership to the Michigan Teacher of the Year, the MASA Superintendent of the Year, and the MASSP and MEMSPA Principals of the Year.</p> <p>A2. Investigate a reduced membership rate for students and first-year educators.</p> <p>A3. Investigate other membership options, including district memberships and memberships for retired educators.</p> <p>A4. Investigate sending membership invitations to members of other professional educator organizations.</p> <p>A5. Investigate joint memberships, e.g., MSDC and MASCD.</p> <p>A6. Map membership representation and consider ways to expand and diversify membership.</p> <p>A7. Investigate connections to and encourage involvement by higher education institutions.</p>	      	<p>Annually in May</p> <p>A2 – A7 will be investigated by April, 2007 so implications can be integrated into the 2007-2008 budget</p>	<p>Membership is given.</p> <p>New membership structure is implemented.</p> <p>Invitations are sent.</p> <p>Report on joint memberships is given to board.</p> <p>Plan is designed.</p>	<p>Revised, 10/07, to include Superintendent and Principals</p> <p>As per the decision at the October, 2007 MSDC Board meeting, activities A2 – A7, “membership strategies will focus on retaining current members rather than on soliciting new ones.”</p>

<p><b>B. Establish regular information exchange among MSDC members</b></p>	<p>B1. Send new members a membership card, most recent newsletter, and welcome letter from the President.</p> <p>B2. Send newsletters to MSDC members on a regular basis.</p> <p>B3. Send electronic updates to members on matters of interest</p> <p>B4. Establish and maintain a listserv for communication with and among MSDC members.</p> <p>B5. Maintain MSDC website</p> <p>B6. Regularly review and update membership brochure.</p>	<p>James</p> <p>Comm. Comm.</p> <p>President Comm. Comm.</p> <p>Comm. Comm.</p> <p>Comm. Comm.</p> <p>Comm. Comm.</p> <p>Comm. Comm.</p> <p>Comm. Comm.</p> <p>Executive Comm.</p> <p>Executive Comm. Board</p>	<p>On-going</p> <p>Monthly</p> <p>As needed</p> <p>On-going</p> <p>On-going</p> <p>Annually</p> <p>June, 2006</p> <p>Annually</p> <p>Annually in December</p> <p>On-going</p>	<p>New members report receiving information.</p> <p>Newsletters are received.</p> <p>Updates are received.</p> <p>Listserv is being used.</p> <p>Web site is being accessed.</p> <p>Membership brochure is current.</p> <p>Display is being used.</p> <p>Presentations/workshops are identified.</p> <p>Reception is held.</p>	<p>10 Newsletters 9/06 – 6/07</p> <p>Monthly during school year with newsletter, as needed with listserv.</p> <p>Currently available; plan to use new Learnport LMS for communication to board and membership, Fall, 07. Updated 8/07</p> <p>Created central message and branding for MSDC; ordering banner and tabletop display; changing newsletter, website, brochure to new logo and brand. Target, 8/23/07</p>
<p><b>C. Represent MSDC as an active participant at meetings and conferences of organizations that share our common goals. (Increase MSDC's visibility and viability as the professional learning leader in Michigan.)</b></p>	<p>C1. Develop a table top display and handouts kit for MSDC.</p> <p>C2. Identify meetings and conferences at which MSDC should be present and at which MSDC board members give presentation/workshops about quality professional development.</p> <p>C3. Host an affiliate reception at NSDC.</p>				

	<p><b>D. Partner with other organizations to increase accessibility to standards-based professional development.</b></p>	<p>D1. Gain administrative awareness of the need to be standards-based and support for its implementation.</p> <p>D2. Identify content-area groups with whom we might partner around standards-based PD.</p> <p>E1. Secure a contractor to develop a brand for MSDC.</p> <p>E2. Select a brand.</p> <p>E3. Update existing MSDC materials and website with new brand.</p> <p>E4.</p>	<p><b>Executive Committee</b></p>	<p>December, 2005</p>	<p>Administrator groups issue statements of support.</p> <p>Content area groups are identified and contacted.</p>	
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Assumption: To accomplish Goals 1 and 2, MSDC must have an effective board.

**GOAL 3: Build organizational capacity to lead standards-based professional development within and beyond MSDC.**

Assumptions	Strategy	Activities	Responsible Party	Timeline	Indicators of Success	Results
	A. Establish a working board.	A1. Identify constituencies and individuals for board membership. A2. Carry out board elections.	Election Committee, Board Election Committee	Annually in January Annually in March, April	Board is established.	Identified 1/07 Elections held.
	B. Board members will interact with each other on a regular basis.	B1. Hold at least four meetings and one day-long retreat per year. B2. Each board committee will send their meeting minutes to all board members with items clearly marked as information, board input requested, or decisions made in the notes. B3. Board members and committee members communicate electronically with each other between meetings according to guidelines established by the board. B3a. Establish policy for electronic communication. B4. Board president will send regular communication to all board members.	Executive Comm. Committee Chairpersons Board Comm. Comm. President	As determined by Board As needed As needed June, 2007 As needed	Board meetings take place. Board committees are operational. Communications take place. Policy is implemented Communications take place.	Meetings 2/07, 6/07, 8/07 Guidelines in place

	C. Review MSDC by-laws on an annual basis.	C1. Change by-laws as needed	Executive Committee	As needed	By-laws are up-to-date and functional.
D. Review norms and procedures for accomplishing MSDC's mission and goals on an on-going basis.	D1. Change norms as needed.	As needed	Executive Committee	August meeting, on-going	Norms are operational.
E. Establish protocols and procedures for involving non-Board members on committees.	E1. Identify committees, roles for non-Board members. E2. Establish protocols for identifying individuals. E3. Solicit candidates.	June, 2007 June, 2007 October, 2007	Executive Committee Executive Committee Executive Committee	Committees, roles are identified. Protocols are established. Candidates serve.	
F. Experience standards-based professional learning at MSDC board meetings.	F1. Arrange specific board learning opportunities at each board meeting. F2. Experience team-building at the summer retreat or the fall meeting.	Each board meeting August or October meeting	Executive Committee Executive Committee	Learning opportunities take place. February 1, 2007/February 1, 2007 Team is established.	
G. Annual budget is established.	G1. Solicit input from committees for budget. G2. Budget is established based on committee needs.	Annually in May Annually in August	Treasurer Treasurer	Committee budgets are received. Budget is operational.	

1/15/2008

**Base Camp: Planning the “Climb”  
Translating Learning into Affiliate Action**

Affiliate: KANSAS

Person submitting this plan: Deborah Perbeck

1. We have discussed 5 Strategic Priorities for NSCD action: Affecting the Policy Context, Documenting the Evidence, Narrowing the Achievement Gap, Developing Leaders, and Engaging Thought Leaders. Which of these represents most “fertile ground” for action toward the NSDC purpose for your affiliate?
2. Look over the treasures (insights, action ideas) collected in your Golden Nuggets booklet.
3. Fill in some action plan ideas you will take back to your affiliate.
4. You will have an opportunity at the December Affiliate Leaders Meeting to report on the progress of your planning from this meeting.

New NSDC Strategic Priority for Affiliate Focus	Possible Implications/Actions for my Affiliate (Include first steps when you return.)	When and who to initiate these actions? (Timeline)	What would your affiliate hope to accomplish? (Indicators of success)	Progress Update (to be discussed at Dec., 2007, Affiliate Leaders Meeting)
Affecting the Policy Content	Work with and inform a) KSDC Executive Board, b) KLLFA, and c) KSDE	Begin August 2007 a) Deb Perbeck b) Sandee Crowther and Jim Karleskint c) Deb Perbeck and Sandee Crowther	Kansas BOE will adopt NSDC Professional Standards	
Documenting the Evidence	a) KSDC Board Review SAI b) KSDC Board will commit to writing 1 story of success using the four PD Requirements “Standards of Success” presented by Joan Richardson	a) January 2008 by Deb Perbeck, Kathy Boyer, and Linda Geiger b) October 2007 by all KSDC Board Members	a) KSDE will support use of SAI in all KS Schools b) KSDC Board will commit to documenting evidence of Quality PD Practices	

<b>New NSDC Strategic Priority for Affiliate Focus</b>	<b>Possible Implications/Actions for my Affiliate (Include first steps when you return.)</b>	<b>When and who to initiate these actions? (Timeline)</b>	<b>What would your affiliate hope to accomplish? (Indicators of success)</b>	<b>Progress Update (to be discussed at Dec., 2007, Affiliate Leaders Meeting)</b>
Narrowing the Gap	Share and Publicize the Purpose of NSDC in the following: a) Mindbytes – story b) Publications c) Bookmarks d) Bottom of emails for Mindbytes	a) Sue Kidd b) Mary Adcock c) Mary Adcock d) Jim Karleskint and Deb Perbeck e) Sue Kidd	Promote Purpose of NSDC to Kansas Education Leaders and KLFA Partners	
Develop School Leaders	Network with KSDE, KLFA, and USA of Kansas to connect with every leader organization to discuss and communicate the Purpose of NSDC and KSDC through personal contact and Direct Connection publication	All Board Members KSDC Direct Connection mailed to all building principals and superintendents in September 2007	a) Provide a continuum of services for member leaders. b) KSDC to be viewed as the “go to” organization to meet the PD planning and process needs of education leaders and organizations.	
Engaging Thought Leaders				