

MASS Strategic Plan 2022-26

Approved by the MASS Board of Directors 2-8-22



MASS Mission Statement

Making All Schools Successful

MASS Environmental Scan (Developed 12-7-22, 1-4-22, 1-18-22,1-31-22) [MASS Environmental Scan 2021-22](#)

MASS Goals and Strategic Objectives

1. Education Leadership: MASS will increase our members' capacity to positively impact and support, in measurable and observable terms, student achievement and development based on statewide goals and local interests.

Strategic Objectives with Actions:

1.1 Enhance attributes of organizational capacity-building through staff development and staff and board relationships.

1.1.1 Provide training on strategic planning and organizational theory.

1.1.2 Provide support for curriculum development activities.

1.1.3 Provide mental health supports for staff and students.

1.2 Maximize student relationships and academic growth.

1.2.1 Provide resources and support for student relations.

1.2.2 Provide resources and support for the impact of poverty.

1.2.3 Provide resources and support for trauma informed practices.

1.2.4 Provide resources and support for academic development.

1.2.5 Provide resources and support for mental health services.

1.3 Identify and support new superintendents.

1.3.1 Facilitate opportunities and career transitions for aspiring and new superintendents.

1.3.2 Recruit leaders and share with them the positives of the superintendent positions.

1.3.3 Continue mentoring programs developed by SAM or MASS (New Leaders Program, New Leader LPLP Collegial Learning Network, and Aspiring Superintendents LPLP Collegial Learning Network).

1.3.4 Ensure Regional Presidents routinely initiate communication with new superintendents in the region.

1.4 Provide a collegial learning network for MASS members.

1.4.1 Provide networking opportunities for administrators.

1.4.2 Provide scholarships for MASS members to participate in the LPLP to cultivate diverse mentor relationships and to increase likelihood of superintendent retention.

1.4.3 Support development of strategic governance and transformational leadership strategies by promoting alliances across the education community.

1.5 Encourage recruitment and retention of quality educators.

1.5.1 Provide resources and support for strategies to encourage and incentivize citizens to enter the education profession, including developing grow your own programs.

1.5.2 Collaborate with higher education educator preparation programs.

1.6 Enhance the image and perception of public schools through the use of multiple approaches to public relations.

1.6.1 Develop workshops and discussions regarding best practices for superintendents regarding social media and interactions with the media.

1.7 Increase MASS involvement to include more AA and A district leaders.

1.7.1 Communicate with larger districts to determine and meet their needs and to encourage more involvement in MASS.

2. Professional Learning: MASS will provide effective, current, and evolving professional development opportunities and resources for practicing and future superintendents.

Strategic Objectives with Actions:

2.1 Improve knowledge and abilities to manage human resources.

2.1.1 Create a human resources strand at conferences.

2.1.2 Serve as a resource to assist members with human resources needs.

2.2 Identify and provide multiple and appropriate resources for practicing and aspiring superintendents.

2.2.1 Serve as a resource to assist members, using MASS leadership to communicate with members regarding how to access those resources.

3. Advocacy: MASS will work to build members' capacity for non-partisan advocacy of public education through accurate information and effective strategies.

Strategic Objectives with Actions:

3.1 Continue developing collaborative alliances with MT-PEC (SAM, MTSBA, MASBO, MREA, MFPE, MQEC).

3.1.1 Continue developing positive relationships with the MT-PEC partners.

3.2 Utilize SAM Legislative Network for accurate information sharing and two-way communication.

3.2.1 Develop a centralized communications system.

3.2.2 Spend time with each region to ensure everyone knows how to access and use the system.

3.2.3 For key legislative issues, ensure members use the system.

3.3 Build capacity of MASS membership to develop effective advocacy strategies.

3.3.1 Provide guidance on the allowable activities governed by MASS tax-exempt status to assist members with advocacy issues.

3.3.2 Create an advocacy strand at conferences.

3.4 Build Montana specific federal advocacy.

3.4.1 Provide Montana specific advocacy talking points for MASS members to talk with Congressional Delegation (Federal Relations Coordinator).

3.4.2 Provide updates to members as appropriate.