

MASS Strategic Plan 2018-2022



MASS Mission Statement (Developed 2010)

Making All Schools Successful

MASS Environmental Scan (Developed 3-18-18 and 4-17-18)

[MASS Environmental Scan Worksheet 3-18-18 & 4-17-18](#)

MASS Goals and Strategic Objectives (Developed 7-30-18)

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 organizational climate 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.

1.2 Maximize student relationships and academic growth.

1.2.1 Provide best practices training for student relations.

1.2.2 Provide best practices training for impact of poverty.

1.2.3 Provide best practices training for trauma informed practices.

1.2.4 Provide best practices training for academic development.

1.3 Identify and support new superintendents.

1.3.1 Provide scholarships for teachers and principals to obtain licensure.

1.3.2 Target leaders and sell them on the positives of the superintendent positions.

1.3.3 Continue mentoring programs we have developed (New Leaders Program, New Leader LPLP Collegial Learning Network, and Aspiring Superintendents LPLP Collegial Learning Network).

1.3.4 Regional Presidents make personal contact with new superintendents in the region.

1.4 Provide a collegial learning network for MASS members.

1.4.1 Provide networking opportunities to administrators.

1.4.2 Create scholarships for MASS members to participate in the LPLP.

1.4.3 Support development of the MT-PEC Strategic Governance & Transformational Leadership Program.

1.4.4 Create superintendent recognition opportunity similar to MTSBA golden gavel to incentivize participation 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 (HR).
 - 2.1.1 Develop a timeline for employee trainings.
 - 2.1.2 Create a database that includes various presentations for required employee knowledge; ie, safety, sexual harassment, etc.
- 2.2 Enhance the image and perception of public schools through the use of multiple approaches to public relations (PR).
 - 2.2.1 Develop workshops and discussions regarding best practices for superintendents regarding media.
- 2.3 Identify and provide multiple and appropriate resources for practicing and aspiring superintendents.
 - 2.3.1 Develop a MASS Knowledge Warehouse to provide practicing superintendents access to expertise in topical areas important to schools.
- 2.4 Increase MASS involvement to include more AA and A district leaders
 - 2.4.1 Reach out and see what we can offer as an organization to the larger districts to bring those leaders into a greater role.

- 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 unified front with MT-PEC (SAM, MTSBA, MASBO, MREA, MFPE, MQEC).
 - 3.1.1 Continue developing positive relationship 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 at each region to ensure everyone knows how to get on and use the system.
- 3.3 Build capacity of MASS membership to develop effective advocacy strategies.
 - 3.3.1 Create or find a series of advocacy skill building videos of 3-5 minutes to be shown at regional MASS meetings.
 - 3.3.2 Create an advocacy strand at MCEL 2019.
- 3.4 Build Montana specific federal advocacy.
 - 3.4.1 Provide monthly Montana specific advocacy talking points for MASS members to talk with Congressional Delegation (Federal Relations Coordinator would do this).