

SAM Strategic Plan 2018-22



Revised by the SAM Board 4-6-18, 6-14-18, 10-18-18
Adopted by the SAM Board on 10-18-18

SAM Core Purpose (Reviewed 4-6-18)

SAM ... Visionary leaders united in providing, advocating, and creating education excellence for Montana students!

SAM Core Values (Reviewed 4-6-18)

- **Leadership:** We believe that instructional leadership provided by school administrators is essential for empowering, inspiring, engaging, and helping students to grow, succeed, and lead.
- **Integrity & Professionalism:** We promote and demonstrate the highest level of integrity and professionalism, both organizationally and individually. We believe it is these traits that create the foundation vital for success.
- **Advocacy:** We serve as a united, proactive organization preparing educational leaders to advocate for State and National legislation to ensure Montana students will receive a quality education supported by adequate and sustainable funding. We strive to assure that all students have equal access, are safe and healthy, and will be successful.
- **Professional Learning & Services:** We believe that high quality professional development, mentorship, and supportive member services are critical to individual member and Montana student success.

SAM Big Audacious Goal (Reviewed 4-6-18)

SAM is a member-led, model education organization dedicated to developing instructional leaders advocating for student success. SAM is held in highest regard by all stakeholders for providing strategies, resources and tools to positively impact educational excellence for *all* Montana students.

Vivid Descriptions (Reviewed 4-6-18)

- Instructional leaders are progressive professionals who work collaboratively with parents, educators, businesses, and communities to provide the highest quality of education and professional development possible.
- SAM is an organization that actively participates in the development and promotion of legislation and the securing of funding to aid all students in achieving their maximum potential through opportunity and resources.

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- SAM has established effective networking, mentoring, and collaboration with members and all stakeholders to promote our core values – leadership, integrity and professionalism, advocacy, and professional learning and services.
- SAM provides Montana leaders with high quality professional development opportunities based on research and best practice. All educators embrace continual professional growth. Innovative professional learning strategies lead to nationally recognized, unique Montana cultural experiences for education leaders in our state and around the world.
- SAM’s effort creates a positive perception that public education is the best for Montana’s students by telling our story. All students are actively engaged in their education having access to appropriate resources to graduate college and career ready. There is a high level of trust and collaboration between the home and school.

SAM Environmental Scan (Reviewed 4-6-18 and Updated 6-14-18)

The SAM Board of Directors completed an environmental scan of Current Conditions, Trends, Assumptions about the Future, and Mega Issues in April and June 2018, see ...

[SAM Environmental Scan Results 4-6-18](#)

SAM Goals and Strategic Objectives (Reviewed 6-14-18 and Updated 10-18-18)

1. **Leadership Involved in Decisions that Impact Education:** SAM affiliate members modeling and promoting the highest levels of professionalism, integrity and leadership actively engage in impactful discussions on education.

Strategic Objectives:

- 1.1 SAM encourages integrity through being open and honest, fair, complying with the laws, promoting educational community interests, being open and adaptable, taking corrective action, and being consistent with supporting the organizations' values.
 - 1.1.1 Continued presence in educational conversations including but not limited to MT-PEC, the state legislature, federal activities.
 - 1.1.2 Explore and discern our methods for greater influence and recognize a 365-day calendar for action.
 - 1.1.3 SAM takes action to be the “go to” organization for the best information on Montana’s schools and school needs.
 - 1.1.4 Continued development of research based materials for school leaders for use in promoting the strength of Montana schools, school safety, suicide prevention, etc.
 - 1.1.5 Members and staff need to continue to work to ensure fairness, honesty, respect, and courtesy in promoting professional learning and advocacy

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- 1.2 SAM ensures that concern for the desired result does not subvert fairness, honesty, respect and courtesy for others with whom one comes into contact.
 - 1.2.1 Members and staff need to continue to work to ensure fairness, honesty, respect, and courtesy in promoting professional learning and advocacy.
- 1.3 SAM enlists and guides the talents and energies of its membership towards promoting the goals of the organization.
 - 1.3.1 Actively acknowledge and support our Delegate Assembly activities, attend our affiliate and SAM business and general membership meetings, and communicate our evolving perspectives to our SAM staff and fellow SAM members in accordance with established communications.
 - 1.3.2 Continue to utilize the SAM Needs assessment to establish priorities for conference themes and meeting agendas.
 - 1.3.3 Through the SAM Investment and Finance Committee, continue to review the financial well-being of SAM and its affiliates.

2. Advocacy: SAM members will be equipped with accurate information and prepared to use it to advocate for public education.

Strategic Objectives:

- 2.1 SAM will promote equitable access to quality education for all students through equitable, adequate funding of public schools.
- 2.2 SAM will maintain a united front with MT-PEC (SAM, MTSBA, MASBO, MREA, MFPE, MQEC).
- 2.3 SAM will utilize a Legislative Network for accurate information sharing and two-way communication.
 - 2.3.1 Develop a centralized communications system and spend time with each affiliate to ensure everyone knows how to get on and use.
- 2.4 SAM will build capacity of SAM membership to develop effective advocacy strategies.
 - 2.4.1 Create or find a series of advocacy skill-building videos, 3-5 minutes long and distribute to affiliates.
 - 2.4.2 Create an advocacy strand at MCEL beginning in 2019.
- 2.5 SAM will build Montana specific federal advocacy.
 - 2.5.1 Provide monthly Montana specific advocacy talking points.

3. Professional Learning and Services: SAM will extend and expand the professional learning delivery system using the expertise of the SAM affiliate's, as well as other service providers through professional development, mentorship, and other member services.

Strategic Objectives:

- 3.1 SAM will provide professional development using social media
 - 3.1.1 Continued involvement in Ed Chats, Ed Camp, technology, and conferences.

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- 3.2 SAM will continue development of mentorship opportunities for members through the SAM Leaders Professional Learning Program (LPLP)
 - 3.2.1 Continue tracking new leaders' participation and progress in the SAM Leaders Professional Learning Program formation of the New Leaders Collegial Learning Network (CLN).
 - 3.2.2 Continue SAM Needs Assessment Survey to gain feedback and insight of members' satisfaction and needs.
- 3.3 SAM will continue development of membership.
 - 3.3.1 Maintain stability of membership and seek to involve administrators who are not members.
 - 3.3.2 Develop consistent vacancy fill information and statistical information across administrative position openings.