WSSDA ACTION & ACCOUNTABILITY PLAN

Strategic Direction

Implementation

Monitoring & Revision

Updated May 2023

WSSDA

WSSDA ACTION & ACCOUNTABILITY PLAN

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Executive Summary

The Washington State School Directors' Association (WSSDA) is a state agency charged with supporting the work of all 1,477 locally elected school board members with leadership development, policy and legal resources, and advocacy supports to serve the governance teams of Washington's 295 school districts serving over 1.1 million students.

The *WSSDA Action & Accountability Plan* starts with the voice of our members. Since 1962, WSSDA's vision, mission, and goals have resided in what WSSDA calls its permanent positions, voted on and approved by the membership at General Assembly.

WSSDA's board of directors is elected by the membership and charged with the governance of WSSDA as an organization. The vision, mission, and goals adopted by the membership inform the board's work of creating the strategic direction of the organization, which includes identifying objectives and desired outcomes for each goal.

WSSDA's staff is led by the executive director, who coordinates the agency's day-to-day operations and is responsible for operationalizing and implementing the strategic direction described in this document. That work is accomplished by identifying and engaging in 1.) various bodies of work, 2.) their components, and 3.) tasks necessary to meet the needs of WSSDA's members, all of which are outlined in this document.

WSSDA's board of directors maintains governance oversight of the agency's work through a monitoring and revision cycle in which it reviews 25% of the goal areas each quarter. This process includes a series of progress reports prepared by the executive director and staff, which are discussed by the board as they examine progress towards the strategic direction. During this process, the board is able to make adjustments to the objectives and desired outcomes to ensure that WSSDA continues to meet the needs and expectations of its members.

VISION
All Washington school directors effectively govern to ensure each and every student has what they need to be successful within our state's public education system.

MISSION
WSSDA builds leaders by empowering its members with tools, knowledge and skills to govern with excellence and advocate for public education.
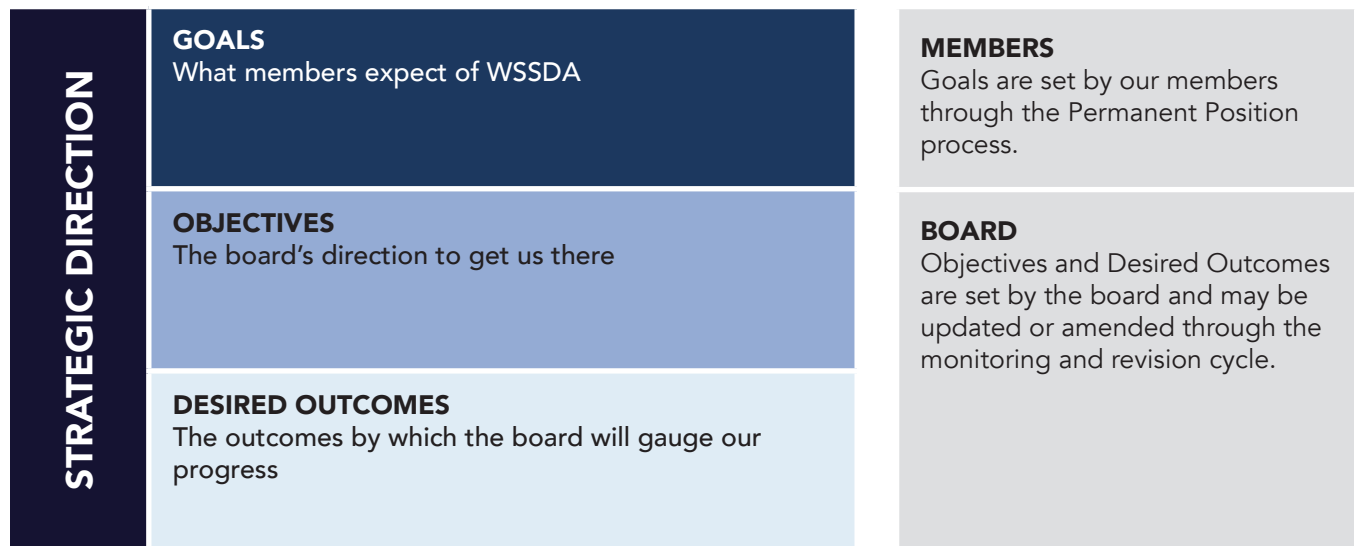
EQUITY STATEMENT
Equity is foundational to the work of WSSDA. Educational equity can only exist when a student's level of opportunity and achievement cannot be predicted based on race, characteristics, or circumstances. Therefore, we must identify and eliminate any discriminatory practices and prejudices within our state's public education system.

Plan Components

STRATEGIC DIRECTION

GOALS
What members expect of WSSDA

OBJECTIVES
The board's direction to get us there

DESIRED OUTCOMES
The outcomes by which the board will gauge our progress

MEMBERS
Goals are set by our members through the Permanent Position process.

BOARD
Objectives and Desired Outcomes are set by the board and may be updated or amended through the monitoring and revision cycle.

IMPLEMENTATION

BODIES OF WORK
The work WSSDA does for, and on behalf of, members

COMPONENTS
The moving pieces of each Body of Work

TASKS
Each Component's actionable items, assigned to staff and teams

STAFF
Staff implements the Strategic Direction through the Bodies of Work and their various Components and Tasks, and complies with WSSDA Operating Policies to operationalize the Goals, Objectives, and Desired Outcomes.

MONITORING & REVISION

PROGRESS REPORT
How staff shares progress with the board

QUALITATIVE | **QUANTITATIVE**

REFLECTION
The board's examination of progress

REVISION
The board's opportunity to adjust Objectives and Desired Outcomes

STAFF
Each quarter, staff prepare progress reports on 25% of the Goals.

BOARD
The board reviews the progress reports prepared by the staff and determine if the associated Objectives and/or Desired Outcomes should be revised or adjusted.

Strategic Direction
Goals, Objectives, and Desired Outcomes

STRATEGIC DIRECTION		
GOALS What members expect of WSSDA		**MEMBERS** Goals are set by our members through the Permanent Position process.
OBJECTIVES The board's direction to get us there		**BOARD** Objectives and Desired Outcomes are set by the board and may be updated or amended through the monitoring and revision cycle.
DESIRED OUTCOMES The outcomes by which the board will gauge our progress		

The Strategic Direction is built upon the Goals voted on and approved by the membership as part of WSSDA's permanent positions. The Goals outline what members expect of WSSDA. From there, WSSDA's board of directors provides direction by identifying Objectives within each goal area.

The Objectives serve as the board's guidance for how WSSDA will work toward the Goals of the membership. The board also identifies Desired Outcomes for each Goal. These outcomes serve as the indicators by which the board will gauge WSSDA's progress toward each Goal. Once per year, WSSDA's Board of Directors reviews the Objectives and Desired Outcomes associated with each Goal and has the opportunity to revise the Objectives and Desired Outcomes within the Strategic Direction, as necessary to meet the needs and expectations of the membership.

Goal: Equity

STRATEGIC DIRECTION		
	GOAL	**WSSDA leads in advocating, modeling, and promoting equity to address educational needs of each and every student.**
	OBJECTIVE	Therefore, WSSDA will continue to apply equity across all WSSDA activities and efforts, including: purposefully seeking involvement and voice of underserved populations; continuing equity training for all school directors; conducting equity training for WSSDA committee and board of director members; attracting, supporting, and retaining diverse school boards; and working to increase diversity on the WSSDA staff,
	DESIRED OUTCOME	So that school board members of color feel respected and valued; all members are trained in educational equity to apply equity practices in their home districts; and participation and engagement with WSSDA reflects the demographics of students we serve.

Goal: Advocacy

STRATEGIC DIRECTION		
	GOAL	**WSSDA's advocacy fosters and promotes partnerships with educational leaders and stakeholders and initiates or enhances legislation to advance education policy.**
	OBJECTIVE	Therefore, WSSDA will have a seat at the table when important decisions are being made, and
	OBJECTIVE	WSSDA's advocacy will drive legislative outcomes that align with our positions, and
	OBJECTIVE	WSSDA will provide supports to members to self-advocate at the state and local levels,
	DESIRED OUTCOME	So that the voice of school directors contributes, collaborates, and advocates for statewide public education funding and policy decisions across the political spectrum.

Goal: Policy Development

STRATEGIC DIRECTION		
	GOAL	**WSSDA leads in policy development to promote safe, secure, and respectful learning environments for each and every student.**
	OBJECTIVE	Therefore, WSSDA will maintain comprehensive and student-centered model policy development, and
	OBJECTIVE	WSSDA will strengthen member education in policy development and support timely district policy adoption,
	DESIRED OUTCOME	So that WSSDA members are informed about policy requirements including those necessitated by changes in the law; are equipped to maintain and/or update local district policies; and access to WSSDA's model policies is simplified.

Goal: Innovation

STRATEGIC DIRECTION		
	GOAL	**WSSDA promotes innovation to address educational advances and the future needs of students and school districts.**
	OBJECTIVE	Therefore, WSSDA will increase opportunities for learning about evidence-based innovation practices by supporting member-sharing, networking, advocacy for access, and member education,
	DESIRED OUTCOME	So that WSSDA members are informed about current best practices and know where to turn for more information, resources, funding, and support.

Goal: Leadership Development

STRATEGIC DIRECTION		
	GOAL	**WSSDA's premiere membership development cultivates and strengthens school director leadership skills and effective governance.**
	OBJECTIVE	Therefore, WSSDA will maintain and strengthen the development and training of school directors through professional development in leadership, boardsmanship, and governance, and
	OBJECTIVE	WSSDA will maintain a variety of modalities for members to access professional development,
	DESIRED OUTCOME	So that board members are able to access professional development to govern with evidence-based best practices that improve student outcomes.

Goal: Products & Services

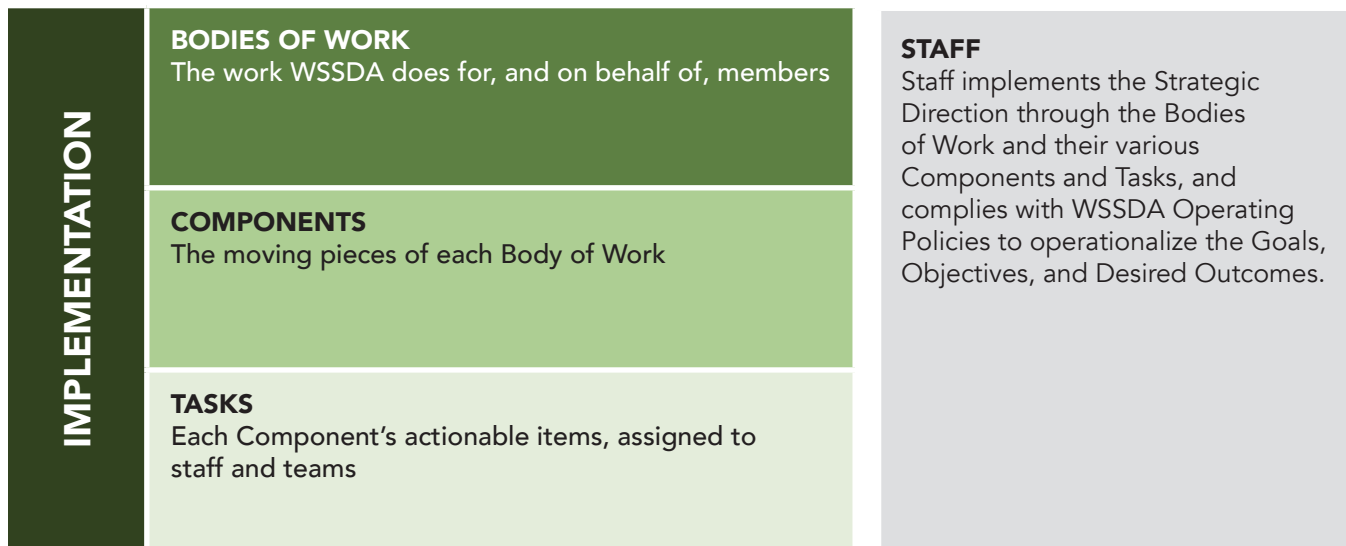| STRATEGIC DIRECTION		
	GOAL	**WSSDA's organizational culture and structure continuously improves service to school directors and their districts.**
	OBJECTIVE	Therefore, WSSDA will identify key products and services that align with the work of school boards, balancing member need and staff capacity to ensure sustainability, and
	OBJECTIVE	WSSDA will increase member knowledge and access to WSSDA services,
	DESIRED OUTCOME	So that members know what services WSSDA provides; board members and districts have equitable access to WSSDA products and services; and board members and their boards have what they need to effectively govern.

Goal: Communication

STRATEGIC DIRECTION		
	GOAL	**WSSDA provides concise, timely information and meets the communication needs of its members.**
	OBJECTIVE	Therefore, WSSDA will maintain frequent, open, and comprehensive information flow, and
	OBJECTIVE	WSSDA will find new, innovative ways to reach more school directors,
	DESIRED OUTCOME	So that WSSDA members are equitably informed and equipped in a timely way to perform their board work.

Goal: Public Awareness

STRATEGIC DIRECTION		
	GOAL	**WSSDA expands public awareness of local school district governance and public education.**
	OBJECTIVE	Therefore, WSSDA will expand communication to the public to promote public education and an understanding of the work of school board directors,
	DESIRED OUTCOME	So that the scope of authority, necessary work of school boards, and the value that WSSDA brings to the work of school boards is broadly communicated.

Implementation
WSSDA's Bodies of Work

<table>
<tr>
<td rowspan="3">IMPLEMENTATION</td>
<td>BODIES OF WORK
The work WSSDA does for, and on behalf of, members</td>
<td rowspan="3">STAFF
Staff implements the Strategic Direction through the Bodies of Work and their various Components and Tasks, and complies with WSSDA Operating Policies to operationalize the Goals, Objectives, and Desired Outcomes.</td>
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<td>COMPONENTS
The moving pieces of each Body of Work</td>
</tr>
<tr>
<td>TASKS
Each Component's actionable items, assigned to staff and teams</td>
</tr>
</table>

WSSDA's staff, led by the executive director, is responsible for the implementation of the Strategic Direction within WSSDA's operating policies and procedures.

This is accomplished by identifying and engaging in various Bodies of Work, their Components, and Tasks necessary to meet the needs of WSSDA's members. The Bodies of Work are the efforts that WSSDA does for, and on behalf of, the membership. WSSDA has four categories of Bodies of Work:

- Ongoing – work that supports the core efforts of WSSDA
- Provisional – work required by the Legislature or elevated by action of the board
- Major Events – work that supports WSSDA's events
- Operational – work that supports the internal operations of WSSDA

In implementing the Strategic Direction, the executive director identifies which Bodies of Work need to be focused on to meet the Objectives and Desired Outcomes of each Goal. Updates on these Focused Bodies of Work are included in the progress reports provided to the board as part of the Monitoring and Revision Cycle.

Implementation: Bodies of Work

Ongoing
Bodies of Work that support our core efforts of WSSDA

Response to Members' Emerging Issues	**(Ongoing)**
Member Recognition	**(Ongoing)**
Committee and Caucus Support	**(Ongoing)**
External Group Meetings	**(Ongoing)**
Curriculum Development, Production, Revision	**(Ongoing)**
Individual School Director Training	**(Ongoing)**
Board-Superintendent Team Training	**(Ongoing)**
Leadership Consultant Cadre Management	**(Ongoing)**
Learning and Networking Events	**(Ongoing)**
School Director Elections and Candidate Supports	**(Ongoing)**
New Director Supports and Guidance	**(Ongoing)**
Model Policy Services	**(Ongoing)**
Policy & Legal News	**(Ongoing)**
Policy Manual Review Services	**(Ongoing)**
COSA	**(Ongoing)**
Legislative Session Advocacy	**(Ongoing)**
Interim Advocacy	**(Ongoing)**
Federal Advocacy	**(Ongoing)**
Advocacy Platform	**(Ongoing)**
Standard Publications and Resources	**(Ongoing)**
Communication Innovations	**(Ongoing)**
Board Support	**(Ongoing)**
NSBA Participation	**(Ongoing)**

Implementation: Bodies of Work

Provisional
Bodies of Work required by legislation or elevated by action of WSSDA's board

Tribal Consultation Convenings *Legislation	(Provisional)
Comprehensive Election Program *Legislation	(Provisional)
WA School Board Standards *Legislation	(Provisional)
Educational Equity Program *Legislation	(Provisional)
Governance Supports and Guidance *Legislation	(Provisional)
Council of School Directors of Color	(Provisional)
Elevating Student Voice	(Provisional)
Awareness of School Boards and Public Education	(Provisional)

Major Events
Bodies of Work that support WSSDA's events

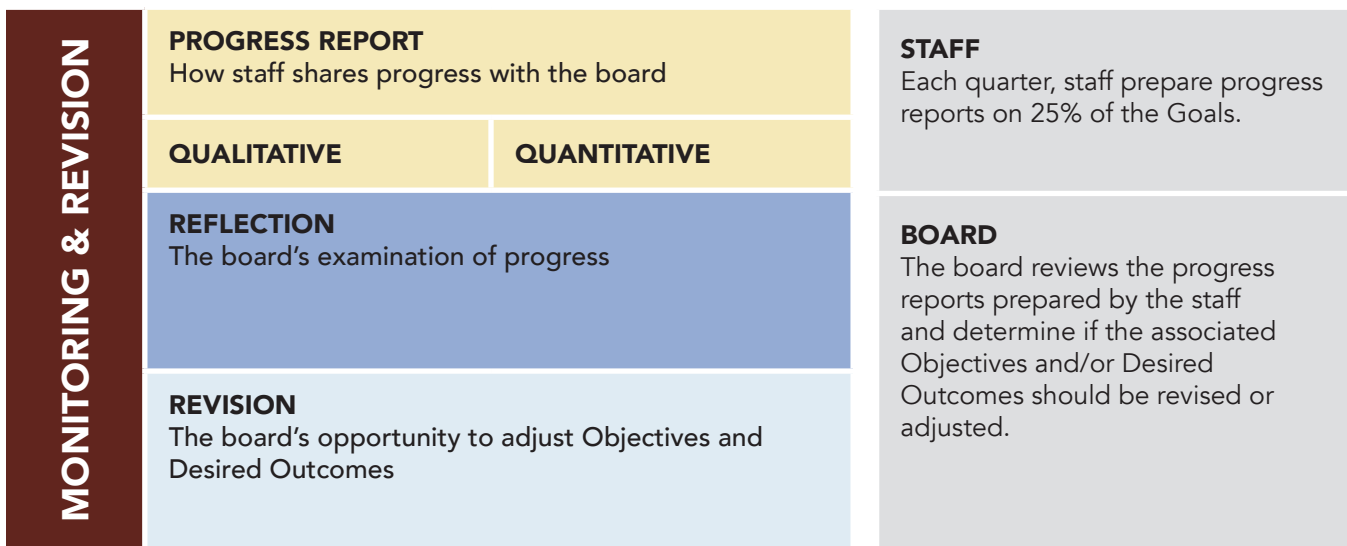|	
Annual Conference	(Major Event)
General Assembly	(Major Event)
Legislative Conference and Day on the Hill	(Major Event)
Regional Meetings	(Major Event)

Operational
Bodies of Work that support the internal operations of WSSDA

Staff Development and Retention	(Operational)
Human Resources	(Operational)
Data Management and Utilization	(Operational)
Fiscal Accountability and Internal Controls	(Operational)
Facilities Management	(Operational)

Monitoring & Revision

Progress Reporting, Board Reflection, Revision of Objectives and Desired Outcomes

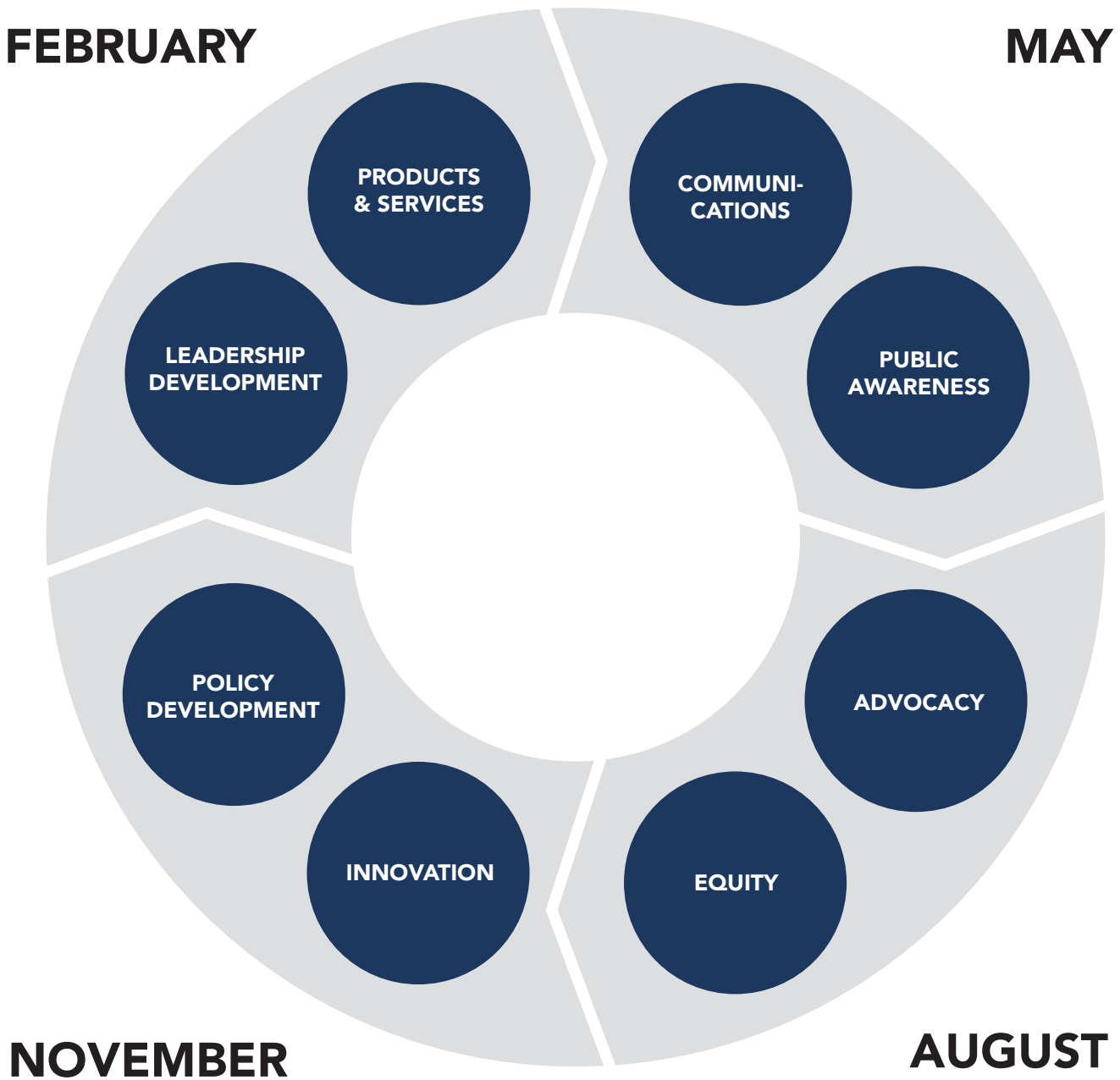| MONITORING & REVISION		
PROGRESS REPORT How staff shares progress with the board		**STAFF** Each quarter, staff prepare progress reports on 25% of the Goals.
QUALITATIVE	**QUANTITATIVE**	
REFLECTION The board's examination of progress		**BOARD** The board reviews the progress reports prepared by the staff and determine if the associated Objectives and/or Desired Outcomes should be revised or adjusted.
REVISION The board's opportunity to adjust Objectives and Desired Outcomes		

Each quarter, the board reviews 25% of the Goals, Objectives, and Desired Outcomes, through the Monitoring and Revision Cycle, which has three steps:

1. Progress Reporting - Staff prepare a series of reports for the board, including both qualitative and quantitative data for the areas being reviewed.
2. Board Reflection - The board examines progress made toward the Objectives and Desired Outcomes.
3. Revision to the Strategic Direction – The board has discussion and determines whether there is a need to revise any of the Objectives or Desired Outcomes based on attainment of an Objective, changes in the needs of our members, or a change in Goals resulting from members' voice through the adoption of new permanent positions at General Assembly.

This process continues each quarter to ensure that progress toward all Goals, Objectives, and Desired Outcomes is reported, examined, and, if needed, revised annually. The Monitoring and Revision Cycle ensures that the *WSSDA Action & Accountability Plan* remains a living document that will continue to guide WSSDA in meeting the needs and expectations of the membership.

Monitoring & Revision Cycle

The reporting on and possible revision of specific Goals, Objectives, and Desired Outcomes each quarter are scheduled in alignment with several key dates throughout the year, such as WSSDA's budget cycle, the legislative session, school district planning for the next school year, WSSDA's Annual Conference, etc. Below is a breakdown of which Goal areas are reviewed each quarter.

FEBRUARY

MAY

- PRODUCTS & SERVICES
- COMMUNI-CATIONS
- LEADERSHIP DEVELOPMENT
- PUBLIC AWARENESS
- POLICY DEVELOPMENT
- ADVOCACY
- INNOVATION
- EQUITY

NOVEMBER

AUGUST

Monitoring & Revision: Equity

STRATEGIC DIRECTION	GOAL	**WSSDA leads in advocating, modeling, and promoting equity to address educational needs of each and every student.**
	OBJECTIVE	Therefore, WSSDA will continue to apply equity across all WSSDA activities and efforts, including: purposefully seeking involvement and voice of underserved populations; continuing equity training for all school directors; conducting equity training for WSSDA committee and board of director members; attracting, supporting, and retaining diverse school boards; and working to increase diversity on the WSSDA staff,
	DESIRED OUTCOME	So that school board members of color feel respected and valued; all members are trained in educational equity to apply equity practices in their home districts; and participation and engagement with WSSDA reflects the demographics of students we serve.

IMPLEMENTATION	FOCUSED BODIES OF WORK	Tribal Consultation Convenings *Legislation	(Provisional)
		Educational Equity Program *Legislation	(Provisional)
		Council of School Directors of Color	(Provisional)
		Elevating Student Voice	(Provisional)

MONITORING & REVISION	PROGRESS REPORT	**QUALITATIVE ELEMENTS MAY INCLUDE:** • Updates from staff on Focused Bodies of Work • Report from Council of School Directors of Color • Evaluation data from School Directors of Color Caucus • Evaluation data from educational equity trainings • Update on WSSDA hiring practices	**QUANTITATIVE ELEMENTS MAY INCLUDE:** • # of districts with adopted equity policies • Participation rates for School Directors of Color Caucus • Participation rates for educational equity trainings • Participation rates for equity strand offerings at Annual Conference
	EXAMINATION OF STRATEGIC DIRECTION	**BOARD REFLECTION**	
		REVISION OF OBJECTIVES AND DESIRED OUTCOMES	

Monitoring & Revision: Advocacy

STRATEGIC DIRECTION	**GOAL**	**WSSDA's advocacy fosters and promotes partnerships with educational leaders and stakeholders and initiates or enhances legislation to advance education policy.**
	OBJECTIVE	Therefore, WSSDA will have a seat at the table when important decisions are being made, and
	OBJECTIVE	WSSDA's advocacy will drive legislative outcomes that align with our positions, and
	OBJECTIVE	WSSDA will provide supports to members to self-advocate at the state and local levels,
	DESIRED OUTCOME	So that the voice of school directors contributes, collaborates, and advocates for statewide public education funding and policy decisions across the political spectrum.

IMPLEMENTATION	**FOCUSED BODIES OF WORK**	**General Assembly**	**(Major Event)**
		Legislative Conference and Day on the Hill	**(Major Event)**
		External Group Meetings	**(Ongoing)**
		Legislative Session Advocacy	**(Ongoing)**
		Interim Advocacy	**(Ongoing)**
		Federal Advocacy	**(Ongoing)**
		Advocacy Platform	**(Ongoing)**

MONITORING & REVISION	**PROGRESS REPORT**	**QUALITATIVE ELEMENTS MAY INCLUDE:** • Updates from staff on Focused Bodies of Work • Evaluation data from General Assembly • Evaluation data from Legislative Conference and Day on the Hill	**QUANTITATIVE ELEMENTS MAY INCLUDE:** • Bill tracking data related to positions • Bill sign in and testimony data (WSSDA, members, committees, regions) • Participation data for board legislative representative events and relevant website analytics • Participation rates for General Assembly • Participation rates for Legislative Conference and Day on the Hill • Participation data for Federal Relations Network • External groups data (Number and type of seats)
	EXAMINATION OF STRATEGIC DIRECTION	**BOARD REFLECTION**	
		REVISION OF OBJECTIVES AND DESIRED OUTCOMES	

Monitoring & Revision: Policy Development

STRATEGIC DIRECTION		
GOAL	**WSSDA leads in policy development to promote safe, secure, and respectful learning environments for each and every student.**	
OBJECTIVE	Therefore, WSSDA will maintain comprehensive and student-centered model policy development, and	
OBJECTIVE	WSSDA will strengthen member education in policy development and support timely district policy adoption,	
DESIRED OUTCOME	So that WSSDA members are informed about policy requirements including those necessitated by changes in the law; are equipped to maintain and/or update local district policies; and access to WSSDA's model policies is simplified.	

IMPLEMENTATION		
FOCUSED BODIES OF WORK	**Governance Supports and Guidance *Legislation**	**(Provisional)**
	Model Policy Services	**(Ongoing)**
	Policy & Legal News	**(Ongoing)**
	Policy Manual Review Services	**(Ongoing)**

MONITORING & REVISION		
PROGRESS REPORT	**QUALITATIVE ELEMENTS MAY INCLUDE:** • Updates from staff on Focused Bodies of Work	**QUANTITATIVE ELEMENTS MAY INCLUDE:** • Number of model policies created or revised as a result of legislative action • Access data for online publications and guidance documents • Subscription rates for model policy services • Subscription rates and access rates for *Policy & Legal News* • Participation rates for policy manual review services
EXAMINA-TION OF STRATEGIC DIRECTION	**BOARD REFLECTION**	
	REVISION OF OBJECTIVES AND DESIRED OUTCOMES	

Monitoring & Revision: Innovation

STRATEGIC DIRECTION

GOAL
WSSDA promotes innovation to address educational advances and the future needs of students and school districts.

OBJECTIVE
Therefore, WSSDA will increase opportunities for learning about evidence-based innovation practices by supporting member-sharing, networking, advocacy for access, and member education,

DESIRED OUTCOME
So that WSSDA members are informed about current best practices and know where to turn for more information, resources, funding, and support.

IMPLEMENTATION

FOCUSED BODIES OF WORK

Elevating Student Voice	(Provisional)
Annual Conference	(Major Event)
Regional Meetings	(Ongoing)
Learning and Networking Events	(Ongoing)
Standard Publications and Resources	(Ongoing)
Communication Innovations	(Ongoing)

MONITORING & REVISION

PROGRESS REPORT

QUALITATIVE ELEMENTS MAY INCLUDE:
- Updates from staff on Focused Bodies of Work
- Evaluation data from regional meetings
- Evaluation data from learning and networking events

QUANTITATIVE ELEMENTS MAY INCLUDE:
- Number of districts with student representatives
- Research data on student participation on school boards
- Participation in the student representative network
- Participation rates for innovation based offerings at Annual Conference
- Number and type of learning and networking events
- Click rates for eClippings and *Direct*

EXAMINATION OF STRATEGIC DIRECTION

BOARD REFLECTION

REVISION OF OBJECTIVES AND DESIRED OUTCOMES

Monitoring & Revision: Leadership Development

STRATEGIC DIRECTION

GOAL	WSSDA's premiere membership development cultivates and strengthens school director leadership skills and effective governance.
OBJECTIVE	Therefore, WSSDA will maintain and strengthen the development and training of school directors through professional development in leadership, boardsmanship, and governance, and
OBJECTIVE	WSSDA will maintain a variety of modalities for members to access professional development,
DESIRED OUTCOME	So that board members are able to access professional development to govern with evidence-based best practices that improve student outcomes.

IMPLEMENTATION

FOCUSED BODIES OF WORK		
	WA School Board Standards *Legislation	(Provisional)
	Educational Equity Program *Legislation	(Provisional)
	Annual Conference	(Major Event)
	Curriculum Development, Production, Revision	(Ongoing)
	Individual School Director Training	(Ongoing)
	Board-Superintendent Team Training	(Ongoing)
	New Director Supports and Guidance	(Ongoing)

MONITORING & REVISION

PROGRESS REPORT	QUALITATIVE ELEMENTS MAY INCLUDE:	QUANTITATIVE ELEMENTS MAY INCLUDE:
	• Updates from staff on Focused Bodies of Work • Evaluation data from educational equity trainings • Evaluation data from Annual Conference • Identification of barriers to participation in professional development	• Statewide board self-assessment data and research on board actions positively impacting student outcomes • Participation rates for educational equity program trainings • Participation rates for Annual Conference • Participation rates for Leadership WSSDA • Number and type of in-district workshops • Number and type of learning and networking events

EXAMINATION OF STRATEGIC DIRECTION	
	BOARD REFLECTION
	REVISION OF OBJECTIVES AND DESIRED OUTCOMES

Monitoring & Revision: Products & Services

STRATEGIC DIRECTION

GOAL	**WSSDA's organizational culture and structure continuously improves service to school directors and their districts.**	
OBJECTIVE	Therefore, WSSDA will identify key products and services that align with the work of school boards, balancing member need and staff capacity to ensure sustainability, and	
OBJECTIVE	WSSDA will increase member knowledge and access to WSSDA services,	
DESIRED OUTCOME	So that members know what services WSSDA provides; board members and districts have equitable access to WSSDA products and services; and board members and their boards have what they need to effectively govern.	

IMPLEMENTATION

FOCUSED BODIES OF WORK		
Annual Conference	**(Major Event)**
Response to Members' Emerging Issues	**(Ongoing)**
Learning and Networking Events	**(Ongoing)**
New Director Supports and Guidance	**(Ongoing)**
Model Policy Services	**(Ongoing)**
Standard Publications and Resources	**(Ongoing)**

MONITORING & REVISION

PROGRESS REPORT	**QUALITATIVE ELEMENTS MAY INCLUDE:** • Updates from staff on Focused Bodies of Work	**QUANTITATIVE ELEMENTS MAY INCLUDE:** • Access data for online publications, guidance documents, and resources • Trend data on types and frequencies of members' emerging issues • Participation and subscription rates for WSSDA's products and services by region • Staff use of paid time off and overtime
EXAMINATION OF STRATEGIC DIRECTION	**BOARD REFLECTION**	
	REVISION OF OBJECTIVES AND DESIRED OUTCOMES	

Monitoring & Revision: Communication

STRATEGIC DIRECTION

GOAL	**WSSDA provides concise, timely information and meets the communication needs of its members.**
OBJECTIVE	Therefore, WSSDA will maintain frequent, open, and comprehensive information flow, and
OBJECTIVE	WSSDA will find new, innovative ways to reach more school directors,
DESIRED OUTCOME	So that WSSDA members are equitably informed and equipped in a timely way to perform their board work.

IMPLEMENTATION

FOCUSED BODIES OF WORK		
Governance Supports and Guidance *Legislation	**(Provisional)**
Learning and Networking Events	**(Ongoing)**
New Director Supports and Guidance	**(Ongoing)**
Standard Publications and Resources	**(Ongoing)**
Communication Innovations	**(Ongoing)**
Committee and Caucus Support	**(Ongoing)**

MONITORING & REVISION

PROGRESS REPORT

QUALITATIVE ELEMENTS MAY INCLUDE:

- Updates from staff on Focused Bodies of Work
- Pulse survey results on member communication styles and needs

QUANTITATIVE ELEMENTS MAY INCLUDE:

- Number of information conduits provided to members (with distribution list data)
- Click rates for eClippings, member update emails, and *Direct*
- Access data for online publications and guidance documents
- Website and social media analytics

EXAMINATION OF STRATEGIC DIRECTION

BOARD REFLECTION

REVISION OF OBJECTIVES AND DESIRED OUTCOMES

Monitoring & Revision: Public Awareness

STRATEGIC DIRECTION

GOAL	**WSSDA expands public awareness of local school district governance and public education.**	
OBJECTIVE	Therefore, WSSDA will expand communication to the public to promote public education and an understanding of the work of school board directors,	
DESIRED OUTCOME	So that the scope of authority, necessary work of school boards, and the value that WSSDA brings to the work of school boards is broadly communicated.	

IMPLEMENTATION

FOCUSED BODIES OF WORK		
WA School Board Standards *Legislation	(Provisional)
Awareness of School Boards and Public Education	(Provisional)
School Director Election and Candidate Supports	(Ongoing)
New Director Supports and Guidance	(Ongoing)
Legislative Session Advocacy	(Ongoing)
Standard Publications and Resources	(Ongoing)
External Group Meetings	(Ongoing)

MONITORING & REVISION

PROGRESS REPORT

QUALITATIVE ELEMENTS MAY INCLUDE:

- Updates from staff on Focused Bodies of Work
- Media trends related to local school boards

QUANTITATIVE ELEMENTS MAY INCLUDE:

- Number and type of communications created on the role of WSSDA and/or school boards
- External groups data (Number and type of seats)
- External group engagement data (outside of immediate K-12 partners)
- Number of candidate workshop offerings and participation rate by region

EXAMINATION OF STRATEGIC DIRECTION

BOARD REFLECTION

REVISION OF OBJECTIVES AND DESIRED OUTCOMES

Appendix A: Deployment Schedule

The first round of Monitoring and /Revision will take place in August 2023. For the first year of deployment, WSSDA's board of directors will monitor the *Action & Accountability Plan*, receive progress reports, and engage in reflection, but will hold off on making revisions to the Objectives and Desired Outcomes until the plan has been in place for a full annual cycle.

Preliminary annual cycle

AUGUST 2023	NOVEMBER 2023	FEBRUARY 2024	MAY 2024
EQUITY	**POLICY DEVELOPMENT**	**LEADERSHIP DEVELOPMENT**	**COMMUNICATIONS**
REPORT	REPORT	REPORT	REPORT
REFLECTION	REFLECTION	REFLECTION	REFLECTION
ADVOCACY	**INNOVATION**	**PRODUCTS & SERVICES**	**PUBLIC AWARENESS**
REPORT	REPORT	REPORT	REPORT
REFLECTION	REFLECTION	REFLECTION	REFLECTION

Subsequent annual cycles

AUGUST 2024	NOVEMBER 2024	FEBRUARY 2025	MAY 2025
EQUITY	**POLICY DEVELOPMENT**	**LEADERSHIP DEVELOPMENT**	**COMMUNICATIONS**
REPORT	REPORT	REPORT	REPORT
REFLECTION	REFLECTION	REFLECTION	REFLECTION
REVISION	REVISION	REVISION	REVISION
ADVOCACY	**INNOVATION**	**PRODUCTS & SERVICES**	**PUBLIC AWARENESS**
REPORT	REPORT	REPORT	REPORT
REFLECTION	REFLECTION	REFLECTION	REFLECTION
REVISION	REVISION	REVISION	REVISION