Strategy 1: Build a membership of educational leaders with diverse qualifications, experiences and backgrounds.

Goal: Attain an annual net growth of 200 full dues paying members each fiscal year.

Objectives:
1. Develop and implement system to personally connect with every building leader on an annual basis.
   a. Identify and implement Region level responsibilities.
   b. Identify and implement Field Staff responsibilities.
   c. Identify and implement State Office responsibilities.
   d. *Develop system to meet with incentive districts in-district on an annual basis.
   e. *Identify strategic conferences, meetings and groups where IPA should be present.
2. Develop and implement program to identify promising, potential educational leaders.
   a. Identify program requirements.
   b. Identify fiscal and infrastructure requirements.
   c. Identify key partners.
3. Identify and implement improved opportunities to brand and market the Association.
   a. *Identify strategic conferences, meetings and groups where IPA should be present.
   b. *Continue to systemize marketing and communication of services with Members and greater education community.
   c. Identify and implement ways to serve greater education community.
   d. *Continue to increase and enhance presence in Ed Admin Programs.
   e. *Identify, recognize and promote the quality work of IPA Members.
   f. Survey Superintendent’s to obtain their perceptions of the Association and determine how the Association can better serve their Principals.

(Adopted April 14, 2011)
Strategy 2: Strengthen membership involvement and encourage commitment.

Goal: Attain an annual retention of 90% of members.

Objectives:
1. Enhance Members’ engagement with the Association and their peers through IPA Connect and other technological improvements.
   a. *Identify and build IPA Connect libraries.
   b. *Provide IPA Connect tip of the week.
   c. *Provide live and recorded web tours and tutorials.
   d. Identify key leaders to blog.
   e. Develop and implement “Principal’s Companion” phone application.
   f. Develop and implement IPA Connect phone application.
   g. Utilize ELN during Region Meetings to provide professional development and enhance Member networking.

2. Enhance IPA Region systems and member engagement with their Region.
   a. *Field Coordinator establish joint meeting with leadership of all Regions served by Field Coordinator.
   b. *Field Coordinator conduct pre-year planning meeting with the leadership of each Region served by Field Coordinator.
   c. *Field Coordinator assists with the organization and planning of Region meetings, events, etc.
   d. *Field Coordinator enhances communication with Region leadership prior to meetings, events, etc.

3. Develop data information systems that better track Member retention, engagement and satisfaction with IPA services.
   a. *Develop and implement data “scrubbing” and maintenance playbook.
   c. *Develop seasonal reports for distribution to appropriate Association leaders and stakeholders.
   d. Survey Superintendent’s to obtain their perceptions of the Association and determine how the Association can better serve their Principals.
Strategy 3: Enhance professional development and member services to meet the evolving needs of educators.


Objectives:
1. Develop, market and implement the Ed Leaders Network in cooperation with the IPA’s affiliate state partners.
   a. *Create and implement system for the development and maintenance of ELN content.
   b. *Develop and implement appropriate ELN marketing and branding tools.
   c. *Develop and implement internal and state affiliate administrative systems.
   d. *Identify and bring on secondary state affiliates.

2. Study the feasibility of implementing statewide professional learning communities.
   a. Identify professional learning community focus and framework.
   b. Identify and secure funding partners.

3. Identify and develop resources for the Members Only section of the IPA website.
   a. Survey IPA Members for content items.
   b. Identify individual(s) or group(s) to develop resource(s).
   c. Develop resource maintenance plan.
Strategy 4: Strengthen legislative influence and advocacy through its members and the organization.

Goal: Attain legislator attendance for at least one event in each IPA Region.

Objectives:
1. Enhance legislative systems that focus on improving Member engagement with legislators.
   a. *Assist IPA Regions with coordinating legislator visits/presentations at Region meetings and events.
   b. *Educate IPA Members about and improve ease of use of Cap Wiz.
   c. *Continue to improve communication with IPA Members about legislative and advocacy issues.
   d. *Develop data systems to track effectiveness of advocacy efforts.

2. Identify advocacy issues important to educational leaders.
   a. Survey IPA Members.
   b. Determine if issues should be addressed as a part of the IPA Platform Statement, require legislation or should be addressed with ISBE.

3. Develop systems that increase Member donations to the Alliance PAC (APAC).
   a. Enhance education and communication about the APAC.
   b. Recognize APAC donors annually.

4. Study and enhance make-up and work of the IPA Legislative Committee.
Strategy 5: Provide the finances, resources and facilities to meet the future needs of the organization.

Goal: Grow IPA reserves 3% annually.

Objectives:

1. Analyze systems, data and budget to identify areas for improved efficiency and services that should be enhanced or ended.
   a. *Combine IPA Newsletter and Bulletin into one, dynamic publication.
   c. *Develop appropriate data systems to determine IPA program effectiveness.

2. Enhance systems to foster current and future business partnerships.
   a. *Review and revise sponsorship program.
   b. *Develop targeted list of potential sponsors for contact.

3. Study the feasibility of adding a membership director.
   a. Complete cost-benefit analysis.

4. Study the feasibility of adding office space at the IPA Headquarters and/or operating a northern physical office space.
   a. Complete cost-benefit analysis.

*Signifies proposed focus for FY 2011.