

Revised July 2018

GAEL Strategic Plan
Target Area: High Quality Leadership Development

Mission: The mission of GAEL is to improve public education in Georgia through high quality professional development, advocacy and a resource network for educational leaders.

Vision: The vision of GAEL is to be the Premire network for educational leaders in Georgia.

Goal Statement: By providing high quality professional development through our conferences, we will increase the number of GAEL members, participants at GAEL conferences, and will see an overall positive response in post-conference survey results.

Performance Indicators:

- Post-conference survey results.
- Increasing number of participants at GAEL Conferences.
- Increased number of GAEL members

Action Step	Timeline	Estimated Resources	Desired Outcome and Performance Targets	Person(s) Responsible
1. Collaboration with the Board of Directors and Executive Directors when considering speakers for conferences. Use Board of Directors for consultation for upcoming conferences. Seek input from members, Board of Directors, and affiliate executive directors to develop conference theme, selection of keynote speakers and presenters.	Planning session 2 times each year focusing on upcoming conferences.	No costs associated with collaboration.	Increased number of participants with paid registrations at GAEL conferences by 5%. Board of Directors and affiliates more involved in and informed about conferences Increased above average (excellent) ratings on post-conference evaluation by 5%.	Executive Director of GAEL Board of Directors Affiliate and Associate Executive Directors

<p>2. Conduct at a minimum two meetings of the Board of Directors to discuss and approve the conference theme and keynote speakers for the GAEL Summer and GAEL Winter Conferences</p>	<p>October – for Winter GAEL and January for Summer GAEL</p>	<p>No costs associated.</p>	<p>High-Quality professional learning and increased membership</p> <p>Survey results used in planning process</p>	<p>GAEL Executive Director</p> <p>Board of Directors</p>
<p>3. Continue to use and refine a more user friendly, shortened, post-conference survey for conference evaluation and planning. A copy of the conference evaluation summary report shall be presented to the board at the next scheduled meeting of the board after each conference.</p>	<p>July 2014</p>	<p>No costs associated.</p>	<p>Increased number of GAEL members.</p> <p>Post-conference survey results. (Shorten survey to 3 main questions like: What went well? What can we do better? Other comments.) Make additional, specific survey questions optional Consider on site evaluations either electronically or by paper.</p> <p>Increased number of members completing Post-conference survey by having attendees complete the survey prior to leaving the conference.</p>	<p>GAEL Executive Director</p> <p>GAEL Staff</p>
<p>4. Provide job-related professional learning for members of all affiliates and associates.</p>	<p>On-going</p>	<p>Conference costs: fees for rental of facilities, speakers, food, etc.</p>	<p>GAEL will focus on common areas of professional development for all leaders.</p> <p>Affiliates will focus in on areas of professional learning specific to their affiliate needs through their affiliate specific conferences.</p>	<p>GAEL Executive Director</p> <p>Board of Directors</p> <p>Affiliate and Associate Executive Directors</p> <p>Members of Affiliates and Associates</p>

			Members of all affiliates and associates sharing innovative practices during special interest sessions and other conference presentations.	
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Target Area: Advocacy

Mission: The mission of GAEL is to improve public education in Georgia through high quality professional development, advocacy and a resource network for educational leaders.

Vision: The vision of GAEL is to be THE network for educational leaders in Georgia.

Goal Statement: GAEL will advocate on behalf of all educational leaders with a unified voice for high quality education for all students in Georgia.

Performance Indicators:

- Participation at the Yearly Legislative Event
- Yearly Written Legislative Priorities
- Executive Director Reports to GAEL Board of Directors outlining work done with the business and legislative communities.

Action Step	Timeline	Estimated Resources	Desired Outcome and Performance Targets	Person(s) Responsible
1. Continue and Expand efforts/opportunities to advocate for and on behalf of educational leaders for excellence in public education to a variety of audiences	On-going		Calendars of activities Influential unified voice for excellence in public education,	GAEL Executive Director President of GAEL Affiliate and Associate Executive Directors GAEL Board of Directors ALL members of GAEL
2. Continue to invite elected officials to GAEL conferences as guests, speakers, and panelist. Continue opportunities for	GAEL Conferences	Winter GAEL Reception expense	Keep the membership informed of priorities of political leaders in our state.	GAEL Executive Director GAEL Staff

casual conversations with political leadership during conferences.				
3. Attend committee meetings and (daily) sessions of the Georgia General Assembly and State Board of Education.	January-April Yearly		Influential unified voice for excellence in public education.	GAEL Executive Director Legislative Liaison
4. Encourage affiliates, BOD, members to schedule visits with representatives and senators before and during the Legislative Session.	On going		Influential unified voice for excellence in public education. Relationships built on trust and honesty with the ultimate goal being to improve public education in Georgia.	GAEL Executive Director Board of Directors Affiliate and Associate Executive Directors Members of GAEL
5. Active advocacy by membership. Set annual legislative day(s) for GAEL members to visit legislators as a group during the legislative session. Present options to allow for greater GAEL participation in the Day at the Capitol event.	Minimum of 1 scheduled visit with legislators Jan-March yearly.	PAGE / GAEL Day at the Capitol	Influential unified voice for excellence in public education. Relationships built on trust and honesty with the ultimate goal being to improve public education in Georgia.	GAEL Executive Director Board of Directors Affiliate and Associate Executive Directors Members of GAEL
6. Refine and continue the collaborative approval process to determine comprehensive legislative priorities for GAEL with input from all affiliates and associates. Develop a legislative committee which will present the GAEL legislative priorities at the Fall Board meeting in 2016 and Summer Conference in all	President appoints chairman at Summer GAEL Board of Directors Meeting GAEL Board Approval of legislative priorities by	Associated printing costs	Priorities disseminated to membership, members of the Georgia General Assembly doe, legislators, business community. A unified voice on specific administrative, instructional, curriculum, funding, operational, and other issues directly impacting educational leaders and public education	GAEL Executive Director GAEL President Legislative Committee Chair GAEL Board of Directors Affiliate and Associate Executive Directors

<p>future years. The GAEL legislative priorities should be prioritized based on overall importance to the entire organization yet reflective of all affiliates and associates. It should not be a comprehensive list of all the affiliate and associate legislative priorities. The legislative priorities should be disseminated prior to the legislative session and highlighted at Winter GAEL in conjunction with political leader sessions.</p>	<p>October meeting yearly.</p>			
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Target Area: Resource Network for Educational Leaders

Mission: The mission of GAEL is to improve public education in Georgia through high quality professional development, advocacy and a resource network for educational leaders.

Vision: The vision of GAEL is to be THE network for educational leaders in Georgia.

Goal Statement: We will expand our network for educational leaders to include social media, other potential affiliates/associate members, and business leaders who can assist with our mission of improving public education in Georgia.

Performance Indicators:
Increase presence in social media through the use of twitter and Facebook

Action Step	Timeline	Estimated Resources	Desired Outcome and Performance Targets	Person(s) Responsible
1. Expand and improve informational network for collecting and disseminating information to educational leaders	On-going	Assign staff responsible to post to Facebook and Twitter and manage website to include links to Facebook and Twitter.	<p>Increase presence in social media</p> <p>Better serve the needs of 21st Century educational leaders through the use of social media networks such as Twitter, Facebook, etc.</p> <p>Utilize Social Media to: Recognize and award administrators/retirees distinguishing “excellence” at multiple levels.</p> <p>Provide “real time”</p>	<p>Executive Director</p> <p>GAEL Executive Committee</p> <p>GAEL Board of Directors</p>

			information to followers with regard to daily legislative updates.	
<p>2. Investigate/evaluate the effectiveness and accuracy of the Member Suites program in meeting the membership's, registration, and financial needs of GAEL, the members, and affiliates and provide a formal report to the board regarding the evaluation of effectiveness by Fall 2018.</p> <ul style="list-style-type: none"> • Gather input from all stakeholders with regard to what works well, what doesn't, and gaps in services with regard to Member Suites. Report findings to the GAEL Board annually. • Share information with Member Suites to see if they can accommodate any barriers to effectiveness. If not, then consider other products to provide a user-friendly registration and membership platform. • Provide direction to membership regarding member expectations to maintain the accuracy of the Member Suites program. 	Fall Board Meeting 2016	No cost associated with evaluation process.	Provide a user-friendly registration and membership platform.	GAEL Executive Director Executive Committee GAEL Staff GAEL Board of Directors
<p>3. The Board of Directors should revisit and approve an Application process and Packet consistent with the GAEL Bylaws and Mission for considering requests from other organizations to come under the GAEL umbrella. The process should include, as a minimum, a vetting process with the Executive Committee prior to a recommendation being placed before the</p>		No Cost	Application packet with Guidelines specifying the requirements, commitments, procedures, and timelines an organizations must meet before GAEL BOD considers a request	Executive Director Committee Appointed by President GAEL Exec Committee GAEL BOD

<p>Board of Directors.</p> <p>Any request that is put before the GAEL BOARD should provide an estimated cost of acceptance indicting the estimated increase of workload on the GAEL office, staff impact and any estimated increased costs as well as any estimated increase in income to GAEL.</p>			<p>BOD Approves Application packet Increase our network to include other organizations that support GAEL's mission and vision and has a desire to improve public education in GA.</p>	
<p>4. Policy Manual and Bylaws will be reviewed on the odd years and updated as needed. All Board of Directors will read, understand, and adhere to the approved Policies and Bylaws and ensure that policies and bylaws are implemented by the Executive Director. Committee appointed by the GAEL President will make revisions as necessary to the Board of Directors.</p>	<p>Begin in January of each year reviewing and updating. Bring any changes to Board of Directors by Summer GAEL in July.</p>	<p>No Costs</p>	<p>Frequently reviewed Policies and Bylaws understood by the Board of Directors.</p>	<p>GAEL Executive Director Board of Directors GAEL President Committee Appointed by the President</p>
<p>5. GAEL Strategic Plan reviewed on even years and updated as needed by committee appointed by the GAEL President. The Executive Director will report on the outcomes for each area of the Strategic Plan annually at the Summer GAEL Board of Directors meeting.</p>	<p>Begin in January of each year reviewing and updating. Bring any changes to Board of Directors by Summer GAEL in July.</p>	<p>No Costs</p>	<p>Frequently reviewed Strategic Plan keeping our organization focused on purpose of organization and continued success of the organization</p>	<p>GAEL Executive Director GAEL President Committee Appointed by the President Board of Directors</p>