



GAEL Strategic Plan 2022-2024

(Approved by the GAEL Board of Directors on April 22, 2021)

Mission:

The mission of GAEL is **to improve public education outcomes** through providing high quality professional learning, networking opportunities, and policy advocacy for Georgia's educational leaders.

Vision:

The vision of GAEL is **to be the premier professional association for educational leaders in public education and to uplift the profession of educational leadership** in Georgia.

Three Strategic Goals:

1. **Provide top quality, relevant professional learning** aligned to the needs, challenges, and goals of our members and the state of Georgia.
2. **Provide ongoing and engaging networking opportunities** for educational leaders to increase their exposure to best practices, resources, and other educational leaders throughout the state.
3. **Provide effective and positive advocacy** in educational policy discussions with local, state, and federal government partners so that students and educators receive top-notch support and services in the public education system of Georgia.

Goal Area I: Providing Top Quality, Relevant Professional Learning

| Action Step | Timeline | Estimated Resources | Desired Outcome and Performance Targets and/or Artifacts | Person(s) Responsible |
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| <p>1. Using multiple funding sources available, invest in a contract position for a “GAEL Professional Learning Coordinator,” whose main duty will be to plan, design, implement, and increase quality and quantity of PL opportunities for GAEL members.</p> | <p>Post and hire a position for a contracted PL Coordinator, by November 2020.</p> <p>GAEL Professional Learning Coordinator to begin by February 1, 2021.</p> | <ul style="list-style-type: none"> • Grant resources • Partnerships with other entities • Salary, travel, and operational expenses. | <ul style="list-style-type: none"> • Two credential courses for GAEL members designed annually through August, 2024 (for a total of six). | <ul style="list-style-type: none"> • GAEL Board of Directors • GAEL Executive Director • GAEL Professional Learning Coordinator |
| <p>2. Conduct a yearly survey of GAEL and GAEL Affiliate members regarding their needs for Professional Learning to inform implementation.</p> | <p>Annually in February.</p> | <p>Use of Constant Contact/email survey system.</p> | <p>Minimum of 250 responses per survey (and 25 per affiliate/associate org).</p> | <ul style="list-style-type: none"> • GAEL Executive Director • GAEL Professional Learning Coordinator |
| <p>3. Design an annual PL Plan aligned to member survey data for approval annually by the GAEL Board of Directors.</p> | <p>Annually in April.</p> | <p>Sufficient time for committee work committed from members of GAEL affiliates as needed.</p> <ul style="list-style-type: none"> • Partnership with and participation from key GAEL partners (GADOE, | <ul style="list-style-type: none"> • Annual plan designed by the GAEL umbrella organizations aligned with survey data and approved by GAEL BOD in April. • PL plan presented to members weekly via the GAEL newsletter. | <ul style="list-style-type: none"> • GAEL Executive Director • GAEL Professional Learning Coordinator • GAEL Affiliate Committee Representatives |

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| | | GOSA, RESAs, and other orgs) | | <ul style="list-style-type: none"> Partners from GADOE, RESAs, and GOSA. |
| 4. Design and implement two “GAEL Credential” courses for members aligned to survey data each year, with a goal of adding a total of six ongoing courses by the 2023-2024 | 2 Courses designed per year, with implementation for members beginning on or before fall of 2022. | <ul style="list-style-type: none"> PL Coordinator salary and travel. Time commitment from affiliate members to serve on design teams. Marketing costs (flyers, course materials, graphic design, etc.) Blended model of PL depending on member needs: virtual, face-to-face, and hybrid. | <ul style="list-style-type: none"> By August 2024, GAEL will have in place a total of six relevant and functioning credential courses that compliment and feed GSSA’s PL program, but that do not duplicate it or compete against it. Participation data will demonstrate that each course engages a minimum off 30 members per year. Revenue data will demonstrate that the overall budget impact of the courses are self-sustaining without threatening a balanced budget for GAEL each year unless approved by the Board. | <ul style="list-style-type: none"> GAEL Executive Director GAEL PL Coordinator GAEL Affiliate Committee Representatives |
| 5. Continue to design engaging and successful Summer and Winter GAEL and Legal Issues Conferences that inspire and support GAEL Umbrella members and participants. | January and July, annually | <ul style="list-style-type: none"> Expenses for speakers, meals, facilities, technology and AV, materials, supplies, marketing, and labor from GAEL | <ul style="list-style-type: none"> Revenue from all conference registration, vendors and sponsors, and memberships obtained through the conferences will be sufficient to pay for all expenses | <ul style="list-style-type: none"> GAEL Executive Director GAEL PL Coordinator and GAEL staff GAEL Board of Directors |

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| | | employees and GAEL officers. | <p>associated with the conferences and to fund the salaries and benefits of all GAEL employees.</p> <ul style="list-style-type: none"> • Beginning 2022, the annual goal for paid registration for Winter GAEL is a minimum of 600. • Beginning 2021, the annual goal for paid registration annually for Summer GAEL is a minimum of 1000. • Beginning 2021, the annual goal for paid registration at Legal Issues is a minimum of 350. • 95%+ Approval/Satisfaction rating from conference evaluation surveys • 90% of all break-out sessions will be member-led and non-commercial in nature. | <ul style="list-style-type: none"> • GAEL affiliate officers and members |
| Continue to invest in the design, implementation, and marketing of the GAEL Aspiring Principals Academy to support and inspire the next generation of Georgia school principals. | Annually for kickoff in September each year. | <ul style="list-style-type: none"> • Contract Labor for Aspiring Principals Director and PL Coordinator • Materials, Supplies, and Marketing expenses | <ul style="list-style-type: none"> • Minimum of 35 leaders annually enrolling in the academy. • 95%+ Satisfaction rating from enrollees. | <ul style="list-style-type: none"> • Aspiring Principals Director • PL Coordinator • GAEL Executive Director |

Goal Area II: Providing Ongoing and Engaging Networking Opportunities for Educational Leaders

| Action Step | Timeline | Estimated Resources | Desired Outcome and Performance Targets and/or Artifacts | Person(s) Responsible |
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| <p>1. Institute an annual membership drive for GAEL and all GAEL affiliates and associates in addition to the conferences via targeted communications, aimed at potential members identified through data.</p> | <p>Annually, September</p> | <ul style="list-style-type: none"> • Postage • Constant Contact Email subscription • Data and Mailer labor | <ul style="list-style-type: none"> • Exceed baseline of FY21 membership total (~1800) by 100 in FY22, by 200 in FY23, and by 300 in FY24. | <ul style="list-style-type: none"> • GAEL Executive Director and Staff • Affiliate Executive Directors • GAEL Board of Directors |
| <p>2. Utilize Zoom/Virtual Capacity by offering frequent virtual PL, panels, and collaboration sessions for GAEL members.</p> | <p>Ongoing</p> | <ul style="list-style-type: none"> • Zoom expenses • Commitment of involvement with members and officers of all GAEL organizations as opportunities permit. | <ul style="list-style-type: none"> • Documentation of weekly collaboration meeting with all RESAs and their Board of Controls (as long as participation is desired). • Documentation of frequent webinar collaborations or panels sponsored by GAEL/GAEL affiliates. (minimum of 6 GAEL-sponsored webinars per year). | <ul style="list-style-type: none"> • GAEL Board of Directors • GAEL Executive Director and Professional Learning Coordinator • Affiliate Executive Directors and Board Members |
| <p>3. Publish and share electronic media on at least a weekly basis to</p> | <p>Weekly, Monthly</p> | <ul style="list-style-type: none"> • Constant Contact email subscription | <ul style="list-style-type: none"> • GAEL FLYER newsletter edited | <ul style="list-style-type: none"> • GAEL Executive Director |

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| <p>engage all members for the purpose of sharing best practices, updates, and collaboration opportunities.</p> | | <ul style="list-style-type: none"> • Travel and labor for monitoring of meetings. • Subscription for podcast hosting. | <p>and published once per week.</p> <ul style="list-style-type: none"> • Capitol Opinion Updates during the legislative session. • Reports on the activities of the State Board, TRSGA, and GaPSC distributed on a monthly basis. • Podcasts published on timely topics of educational leadership. (minimum of 5 per year) • Regular postings on social media platforms and engagement of followers with relevant topics and conversations regarding public education. | <ul style="list-style-type: none"> • GAEL Professional Learning Coordinator • GAEL Staff |
| <p>4. Recruit and sustain excellent corporate and educational partner sponsorships that serve the interests of GAEL and its members.</p> | <p>Ongoing</p> | <ul style="list-style-type: none"> • Complimentary vendor booths and conference facility expenses. • Inclusion/Information regarding services and products of corporate partners in GAEL newsletters and other electronic media. • Postage, marketing, and supplies. | <ul style="list-style-type: none"> • Beginning in FY22, a minimum of \$75,000 of monetary or in-kind donations to GAEL annually for the purpose of investing into services and conferences for GAEL's members. • Documentation of yearly partnership with Harben, Hartley, and Hawkins | <ul style="list-style-type: none"> • GAEL Executive Director • GAEL Chief of Operations • GAEL Director of Conferences • GAEL Board of Directors |

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| | | | for the Legal Issues Conference. <ul style="list-style-type: none"> • Annual hosting of GAEL offices on the campus of UGA. | |
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Goal Area III: Provide Effective and Positive Advocacy in Educational Policy Discussions With Local, State, and Federal Government Partners

| Action Step | Timeline | Estimated Resources | Desired Outcome and Performance Targets and/or Artifacts | Person(s) Responsible |
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| 1. Attend committee and board meetings, hearings, and advisory meetings of the Georgia General Assembly, the Governor’s Office, the State Board of Education, Teacher’s Retirement System of GA, and the Georgia Professional Standards Commission for the purpose of monitoring and reporting activities for the GAEL membership, developing positive relationships, and effectively providing | Monthly: State Board, TRSGA, GaPSC Annually: General Assembly Ongoing: Governor’s Office and Federal policy makers | <ul style="list-style-type: none"> • Constant Contact subscription • Travel and expenses • Labor for participation | <ul style="list-style-type: none"> • Annual creation of the GAEL Legislative Priorities, approved by the GAEL BOD. • Annual planning and implementation of the PAGE/GAEL Day at the Capitol • Monthly monitoring and reports created for members for State Board, TRSGA, and GaPSC. • Weekly Capitol Report published during the legislative session. • Documented participation in various hearings, committee meetings, advisory | <ul style="list-style-type: none"> • GAEL Board of Directors and Affiliate Executive Directors • GAEL Executive Director • GAEL Officers and Legislative Committee • GAEL Contract Staff |

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| <p>and soliciting feedback to and from policy makers that will help guide effective policy writing.</p> | | | <p>conference calls, and board meetings hosted by government partners.</p> | |
| <p>2. Invite government leaders to participate in GAEL Conferences, including the Governor, legislators, and state board members.</p> | <p>Ongoing</p> | <p>N/A</p> | <ul style="list-style-type: none"> • The Governor of GA is invited annually to and attends two conferences per year (if circumstances permit the Gov's presence) • Education Committee Chairmen and members from both chambers of the General Assembly are invited to attend Winter GAEL and speak to GAEL members. • State Board Members invited to all GAEL conferences. | <ul style="list-style-type: none"> • GAEL Board of Directors • GAEL Officers • GAEL Executive Director |