



Pathways

Long Range Plan



ADOPTED NOVEMBER 2015



1111 W. 9th Street, Juneau, AK 99801

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2016 AASB BOARD OF DIRECTORS

Officers

President, Tiffany Jackson, *Aleutians East Borough*

President-Elect, Pete Hoepfner, *Cordova*

Secretary/Treasurer, Mike Swain, *Bristol Bay Borough*

Past President, Andi Story, *Juneau*

Members

Charlene Arneson, *Chugach*

Ignatius Chayalkun, *Kashunamiut*

Sarah Welton, *Mat-Su Borough*

Dana Mock, *Delta Greely*

Clarence Daniel, *Lower Kuskokwim*

Sue Hull, *Fairbanks North Star Borough*

Debby Edwardson, *North Slope Borough*

Kathleen Plunkett, *Anchorage*

Angie Washington, *Northwest Arctic Borough*

Tammy Fowler Pound, *Unalaska*

Cass Pook, *Sitka*

Action Planning Committees

The following committees developed the action plans, which were approved by the Board of Directors at their November 2015 meeting. This Long Range Plan will guide the Association through 2019.

Culturally Relevant Child/

Youth Advocacy

Kathleen Plunkett

Cass Pook

Andi Story

Sunni Hilts

Debby Edwardson

Political Influence

Andi Story

Mike Swain

Tiffany Jackson

Community Engagement

Andi Story

Sue Hull

Angela Washington

Sunni Hilts

Innovation/

Student Achievement

Pete Hoepfner

Iggy Chayalkun

Sue Hull

Debby Edwardson

Board Development

Kathleen Plunkett

Sarah Welton

Charlene Arneson

AASB'S PATHWAY TO THE FUTURE - AN UPDATED LONG RANGE PLAN



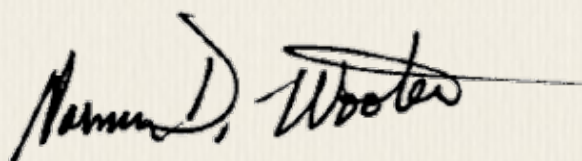
From an idea hatched in 1954 by four school districts, AASB has grown into a mature, full-service organization dedicated to advocating for Alaska's youth and serving all 53 districts in the state. Our Board of Directors regularly reviews the progress we make on the goals they have established through updates to the Long Range Plan, or PathWays, and every three years refreshes this document.

This on-going effort to look to the current and future needs of Alaska's K-12 students reinforces our belief that AASB must be nimble enough to chart a new course, even as we remain true to the original goals of our founding members.

As readers will discover, the Long Range Plan has evolved greatly since its initial writing in 1988 (see History of Goals on page 6). Goals have been added to meet needs for services to districts in Community Engagement, Student Achievement, Digital Learning and Board Standards.

In the most recent Board planning session in 2015, the Board of Directors established goals to improve academic success and graduation rates for Alaska Native students and empower school boards to innovate in order to personalize learning. The Board also adopted new strategies to carry on with the positive political influence of AASB, the work of community and family engagement in education, and to strengthen AASB's capacity to help school boards govern effectively.

PathWays shows just how far AASB has traveled in the last 28 years, when the first long range plan was adopted. It also is a "living" document, charting the way for progress and change. We believe the plan befits an organization that is striving to be responsive to your needs.

A handwritten signature in black ink that reads "Norm Wooten". The signature is written in a cursive style with a long horizontal line extending to the right.

Norm Wooten
Executive Director



LONG RANGE PLAN

Mission Statement

The mission of the Association of Alaska School Boards is to advocate for children and youth by assisting school boards in providing a quality public education, focused on student achievement, through effective local governance.



Child Advocacy Statement

The advocacy role of school board members is to promote parental, public and social service commitment to the shared responsibility of educating all children.



AASB GOALS

2016-2019

1. Empower our boards to increase the academic success of Alaska Native students and increase graduation rates of Alaska Native students who are grounded in their cultural identity with the ability to successfully pursue their goals.
2. Strengthen the positive political influence of AASB at the local, state, and national level.
3. Support local school boards in engaging parents, families and their communities in shaping and enriching the education of all Alaska's children.
4. Empower school boards to innovate in order to personalize learning, ensure achievement and prepare Alaska's children and youth for a rapidly changing world.
5. Sustain the association by strengthening AASB's capacity to provide board development, preparing board members for effective governance.



*AASB 2016 Board of Directors
Director Cass Pook not pictured*



HISTORY OF AASB GOALS

Legend

✓ = Board action to establish or continue a goal

★ = Discontinued as a goal, because initiative essentially institutionalized in AASB operations

Blank after ✓ = discontinued as a goal because conditions no longer indicate it should be a priority for AASB

	1998	1991	1994	1997	2000	2003	2006	2009	2012	2016
Board Development										
Provide board development that brings all boards and board members to competence in effective governance under the principles of Board Standards.								✓	✓	
Provide professional development opportunities to AASB board and staff	✓	✓	★	★	★	★	★	★	★	★
Sustain the association by strengthening AASB's capacity to provide board development, preparing board members for effective governance.										✓
Political Influence										
Strengthen the positive political influence of AASB at the local, state and national level.										✓
Strengthen the positive political influence of AASB at the local, state and national level, representing the diversity of interests within AASB and involving the entire membership								✓	★	★
Improve lobbying efforts by coordinating member activities and organizing grassroots lobby.	✓	✓	★	★	★	★	★	★	★	★
Increase influence through education issues action committee.	✓	✓								
Community Engagement										
Assist local school boards in engaging parents, families and their communities in shaping and enriching the education of Alaska's children.					✓	✓	✓	✓	✓	
Innovation/Student Achievement										
To empower local school boards to incorporate innovation solutions that will ensure student achievement and meet the demands for student success in a rapidly changing world.									✓	
Empower school boards to innovate in order to personalize learning, ensure achievement and prepare Alaska's children and youth for a rapidly changing world.										✓
Student Achievement										
Expand local school board capacity to ensure the highest potential student achievement and prepare Alaska's children and youth for the future.						✓	✓	✓	★	★
Innovation										
Inspire innovation to meet the demands of a rapidly changing world and continue public education as the foundation of democracy.							✓	✓	★	★
Sustainability										
Strengthen the Association and its membership by strengthening AASB's capacity to effectively serve its members.								✓	✓	

	1988	1991	1994	1997	2000	2003	2006	2009	2012	2016
School Board Standards										
To assist boards in meeting Board Standards and to assist them in communicating those efforts and progress to their communities, including state and national policy makers.				✓	✓	✓	✓	★	★	★
Child/Youth Advocacy										
Promote role of AASB and school boards as advocates for all children in public education.		✓	✓	✓	✓	★	★	★	★	★
Empower our boards to increase the academic success of Alaska Native students and increase graduation rates of Alaska Native students who are grounded in their cultural identity with the ability to successfully pursue their goals.										✓
Overall										
Sponsor forums to facilitate communication between AASB members and education community, parents, students, government, and business on education issues.	✓	✓	★	★	★	★	★	★	★	★
Develop a structure for more effective service delivery, better communications and unity among members.	✓	✓	★	★	★	★	★	★	★	★
Policy Service										
Develop a comprehensive policy service.		✓								
Legal Services										
Develop a legal service to provide consultation on simple issues and disseminate legal information through AASB publications and workshops.			✓	★	★	★	★	★	★	★
Establish a Legal Assistance Fund.		✓	✓	★	★	★	★	★	★	★
Labor Relations										
Develop a comprehensive labor relations service.		✓	✓							
Information Services										
Improve public relations with members and public.	✓	✓	✓	★	★	★	★	★	★	★
Improve and expand AASB's system of communications and dissemination of information to members.			✓	✓	★	★	★	★	★	★
Facility										
Evaluate facility needs based on Long Range Plan and build financial reserves for purchase of a new building.		✓	✓	✓						

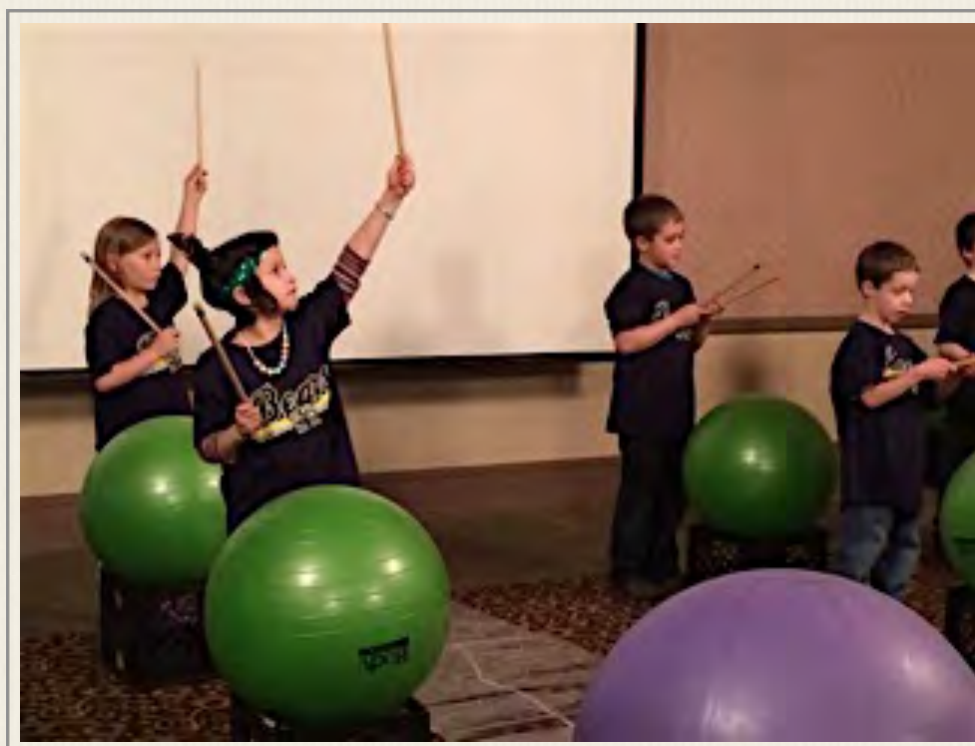
ACTION PLANS

Culturally Relevant Child/Youth Advocacy

Goal	Empower our boards to increase the academic success of Alaska Native students and increase graduation rates of Alaska Native students who are grounded in their cultural identity with the ability to successfully pursue their goals.
Objective 1	Assist local school boards in understanding their role in creating a learning environment that is conducive to the learning styles of Alaska Native students in our various regions and diverse cultures in Alaska, respecting that each person is unique.
Strategy 1	Serve as a clearinghouse of best practices.
Strategy 2	Showcase strategies that advance Alaska Native student academic performance and success.
Strategy 3	Create, provide, and support boards with model policies, goals, and training based on Board Standards addressing student achievement and equity.
Objective 2	Assist school boards in developing local, regional, statewide, and national partnerships that facilitate learning by Alaska Native students.
Strategy 1	Encourage partnerships with stakeholders that advance equitable, culturally relevant opportunities for Alaska Native students.
Strategy 2	Secure funding and resources for learning opportunities and support conducive to Alaska Native students' success and achievement.
Strategy 3	Assist school boards in advocating for stakeholder support to increase the Alaska Native student graduation and success rate.
Objective 3	Assist school boards in strengthening their local education system that is responsive to the needs of Alaska Native students and families.
Strategy 1	Work with boards to ensure the inclusion and use of Alaska's Cultural Standards, place-based education, and successful Alaska Native language programs within district curriculum.
Strategy 2	Assist boards in understanding the importance of culturally responsive personalized learning, teaching practices, and school environments for Alaska Native students.

Political Influence

Goal	Strengthen the positive political influence of AASB at the local, state, and national level.
Objective 1	Increase AASB membership, staff and community advocacy effectiveness to policymakers at the local, state and national levels.
Strategy 1	Create, expand and promote a grassroots advocacy structure to all stakeholders that is both proactive and reactive to legislation at all levels of government.
Strategy 2	Cite AASB resolutions when responding to requests for support or non-support.
Objective 2	Utilize the resolutions process to provide a voice for ALL school districts to participate in the creation of the legislative agenda.
Strategy 1	Find ways to engage more board members in the resolutions committee process so that ALL boards are heard and given the opportunity for input.
Strategy 2	Cite AASB resolutions when responding to requests for support or non-support.
Strategy 3	Widely distribute AASB's resolutions to policymakers and other organizations to garner support.
Objective 3	Provide advocacy services that support AASB's mission and incorporate "best practices" and student achievement.
Strategy 1	Strategically employ "calls to action" to activate grassroots advocacy in support of or in opposition to legislation on both state and national issues.
Strategy 2	Develop partnerships with organizations that are aligned with AASB's resolutions.
Strategy 3	Work with other advocacy organizations to assist them creating educational policies that support student achievement.
Strategy 4	Utilize multiple methods, including social media, to activate grassroots advocacy.



Community Engagement

Goal	Support local school boards in engaging parents, families and their communities in shaping and enriching the education of all Alaska's children.
Objective 1	Increase student achievement, resiliency and positive youth development promoting culturally responsive tools and processes for boards, districts, and out-of school partners.
Strategy 1	Work with organizations in communities and schools to support best practices, be culturally responsive, and build social and emotional skill building.
Strategy 2	Provide information, training, facilitation, and support for School boards, Families, Communities, and Organizations
Strategy 3	Recognize community engagement achievements and positive youth development that contributes to student achievement.
Objective 2	Increase positive school climate by providing supports for boards, districts, schools and families to enhance the school and classroom environment.
Strategy 1	Support boards, districts, and schools in measuring and using school climate data for improvements.
Strategy 2	Provide support for policy and practices that strengthen learning environments that include social and emotional learning environments, trauma-informed schools, positive school climate, and connectedness.
Objective 3	Increase community engagement focused on youth success and youth supports.
Strategy 1	Provide support for adults to build meaningful relationships with youth, and promote positive youth development.
Strategy 2	Use community engagement planning and consensus building as a tool to bridge the school and community.
Strategy 3	Provide information, training, and technical assistance to support an increase in the number and quality of member districts' community engagement efforts, and strengthen state and local organizations' support for community engagement efforts.
Strategy 4	Encourage districts to use social media and technology to engage communities to work towards youth success.
Objective 4	Increase opportunities for youth engagement, youth leadership and student school board representation throughout the state.
Strategy 1	Provide tools, coaching, and training to school boards and other organizations engaging youth.
Strategy 2	Actively involve youth in major AASB conferences and encourage districts to support statewide and regional youth leadership trainings.
Strategy 3	Support and encourage youth voice through school board representation.

Community Engagement *(continued)*

Objective 5	Increase the number of school boards and districts integrating quality family engagement practices throughout their district
Strategy 1	Work with statewide partners and districts to establish a clear understanding of family engagement to improve student achievement, including linking family to learning, building family-school partnerships, strengthening relationships, and culturally responsive practices.
Strategy 2	Identify and support district adoption of effective strategies in engaging parents in learning.
Strategy 3	Support implementation of research-based practices to enhance family engagement in the early years, 0-5.



Innovation/Student Achievement

Goal	Empower school boards to innovate in order to personalize learning, ensure achievement and prepare Alaska's children and youth for a rapidly changing world.
Objective 1	Provide resources, information and facilitation that support innovation* to improve student achievement.
Strategy 1	Serve as a clearinghouse of what works.
Strategy 2	Showcase innovation ideas.

Innovation/Student Achievement *(continued)*

Objective 2	Continue to provide leadership to make digital learning integral to the education of every student in Alaska.
Strategy 1	Support the continuation of the Consortium for Digital Learning.
Strategy 2	Collaborate with all stakeholders to advance a vision for digital learning.
Strategy 3	Seek funding to support digital learning for all students.
Strategy 4	Advocate for adequate support of all facets critical to the success of digital learning.
Objective 3	Research, promote and support innovative models of personalized learning to meet the needs of every Alaska student.
Strategy 1	Continue to encourage and support place-based, culturally relevant education models and strategies.
Strategy 2	Include strategies that enable relevant learning at the learner's optimal time through self-paced progress to competency.
Strategy 3	Work to advance college and career preparation through dual credit/advanced coursework and expanded CTE opportunities.
* AASB interprets <i>innovation</i> to mean any opportunity, methodology or technique that facilitates a more personalized learning environment, resulting in a positive effect on student achievement	

Board Development

Goal	Sustain the association by strengthening AASB's capacity to provide board development, preparing board members for effective governance.
Objective 1	Address the board development need of a diverse membership; urban, rural, and combination "urban" school boards.
Strategy 1	Identify the issues that members have in common and the key issues that account for any differences: design development programs and activities that take those differences into account.
Strategy 2	Review, revise and publish the Board Development Syllabus to account for changing needs among board members.
Strategy 3	Provide workshops addressing the specific needs of local school boards in their communities.
Strategy 4	Ensure professional development opportunities for AASB staff to continue to provide Board Development in all pertinent areas.
Objective 2	Address the orientation needs of new school board members at both the state and local level.
Strategy 1	Develop a comprehensive new member orientation list for district to use in combination with AASB's Handbook for School Board Members as a guideline for training once new members are elected/appointed.
Strategy 2	Offer a strand of AASB orientation opportunities for new board members to access during their first year at the Annual Conference, Boardmanship Academies, and other statewide meetings and using on line technology.

Board Development *(continued)*

Strategy 3	Develop an on line/downloadable training module for new members to view on their own schedules and review when necessary.
Objective 3	Provide opportunities for experienced board members to knowledge share their experience and understanding of the roles of board members, Board Standards, student achievement data, and the complexity of school governance.
Strategy 1	Provide opportunities for an exchange of ideas among experienced and new board members including expanding opportunities at the annual conference.
Strategy 2	Seek out board members and superintendents as presenters at the Annual Conference, Boardsmanship Academies and Legislative Fly-Ins.
Strategy 3	All workshops and board development programs and materials will be reviewed against the Board Standards framework.
Objective 4	Make cost-effective opportunities available that recognize a continuing need for board development in a time of declining revenues.
Strategy 1	Develop an on line training module for areas pertinent to new members, board chairs and any member.
Strategy 2	Investigate offering regional training for board to allow for less travel costs.
Strategy 3	Develop a 'book club' type discussion opportunity for board members to call or participate in an online forum room to discuss articles in the Commentary or other educational trends.
Strategy 4	Use social media to showcase best practices for board members
Objective 5	Enhance the Carl Rose Boardsmanship Awards Program to provide greater incentive for all members to enhance boardsmanship skills.
Strategy 1	Promote the Carl Rose Boardsmanship Awards Program as a dynamic, easy to use, easy to access guide for school board member "boardsmanship" development.
Strategy 2	Develop an online-based program (including website development) and a mobile application that allows board members or AASB staff to track and plan boardsmanship development related to board standards.
Strategy 3	Define and publish the various levels of Boardsmanship and how they are attained.
Strategy 4	Provide regular feedback to board members on their participation status, including but not limited to yearly Boardsmanship Development Awards.
Objective 6	Provide training and information regarding roles and responsibilities to local boards as well as Advisory School Boards (ASB's) and Academic Policy Committees (APC/ Charter schools).
Strategy 1	Offer statewide and local APC training for committee members.
Strategy 2	Educate school board members on need for and benefits of training ASB's and APC's.
Strategy 3	Provide ASB trainings in a variety of formats.



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