Phase 1 Implementation Summary, July 2013 to June 2015

Strategy 1: We will be the authoritative advocates for all matters pertaining to education and its leaders.

1.1 State and Federal leaders will turn to ACSA for opinions and advice on educational matters.

- As leaders in legislative activity this past year, we:
  - Monitored nearly 1,000 bills and were actively involved in hundreds of them, including defeating numerous bills that would have been detrimental to the work of administrators.
  - Sponsored AB 1892, which authorizes LEAs to extend the use of LCFF supplemental and concentration grant funds for English learners that have been redesignated for up to two years. AB 1892 successfully passed the Assembly Floor and Senate Education Committee with bipartisan support and now awaits action in the Senate Appropriations Committee.
  - In partnership with the author, Assembly Member Susan Bonilla, we secured critical amendments in AB 484 to ensure that formative and benchmark assessments are included as part of the new Smarter Balance assessments in mathematics and English language arts.
  - Sponsored legislation signed by the governor to allow LEAs to locally negotiate instructional materials and textbook prices. SB 185 (Walters - R) had strong bipartisan support.
  - Advised state budget experts to use funding from Title II federal funding to support the first phase of administrator induction process. This funding was included in the final state 2014-2015 budget.
  - Advocated for phase II of Common Core implementation funding. Legislators set aside $450 million in onetime funds for Common Core or to reimburse mandates.
  - Developed a pro-active Political Action campaign, including the use of political action funds, to endorse candidates who share common principles on behalf of public schools. This included the endorsement of Governor Brown for a second term and ACSA member Irella Perez for the State Senate.
  - Began work with political consultant Roger Salazar to develop a message campaign geared towards state and federal policymakers regarding the role of education administrators and leaders. The campaign goals include strengthening ties to targeted policymakers, ensuring that they can carry ACSA's message and assist to illustrate the complex and significant work of our members.
  - In collaboration with CSBA, identified three to five firms in Washington, D.C. for a federal advocacy contract to represent both groups when congress reconvenes in October, 2014. Interviews with the firms are scheduled to begin in late summer.
  - Endorsed Carl Cohn, Patricia Rucker and Mike Kirst for reappointment to the State Board of Education.
  - Secured the appointment of ACSA leader Jose Gonzales to the Commission on Teacher Credentialing.

— Researched and prepared a legal challenge that will have statewide impact against STRS for arbitrary interpretation of current statutes impacting the pensions of lifelong educators. The suit seeks to overturn current statutes as vague and arbitrary.

— Executive Director Wes Smith met with numerous Assembly and Senate leaders throughout the year to share his background and ACSA's priorities.

— Organized the first annual State Budget May Revise Advocacy Day connecting ACSA board members and superintendents with key Assembly and Senate leadership on ACSA's top budget priorities.

— Played a key leadership role in developing the new STRS increased contribution policy to include a five-year review and smooth out the increases over a seven-year period. This involved collaboration with STRS leaders, key legislators and other education organizations.

— Played a key role in advocacy as well as messaging for ACSA's strong opposition to restricting local budget reserves when the state sets aside funds in the proposed rainy day fund, in collaboration with all the major management groups. Media coverage including editorials in major newspapers (e.g. Los Angeles Times, etc.).

— Met with Senate pro Tem Darrell Steinberg regarding ACSA's position on SB 837, the transitional kindergarten bill.

— Gave an interview with NBC TV Bay Area for special segment on the transitional kindergarten bill.

— Met with State Superintendent of Public Instruction Tom Torlakson regarding AB 215, Assembly Member Joan Buchanan's teacher dismissal bill.

— Sponsored bills that were signed by the Governor, including changing the date of the Week of the School Administrator.

- In March we released the results of a survey of more than 230 ACSA members regarding implementation of Common Core State Standards. Respondents shared how they are using the current $1.25 billion in CCSS implementation funding. Survey results clearly demonstrated the need for additional funding for technology infrastructure and professional development to ensure equity on Smarter Balanced Assessments. Results were shared with the governor, State Board of Education, CDE staff, legislative staff and the news media, and helped us communicate the need for at least another $1.25 billion in Phase 2 implementation funding in the 2014 budget.

- We delivered federal policy briefs during our Washington, D.C. trip in March.

- We co-hosted an LCFF community engagement meeting with CSBA in February; approximately 13 organizations gathered to debrief and share the work they are doing to support their members in implementing LCFF locally.

- ACSA and CSBA have created an informal "Dropbox" for organizations to deposit resources and materials on LCFF, which can also be located through our ACSA app.

- ACSA representatives have been working collaboratively with Superintendent of Public Instruction Tom Torlakson and other leaders throughout the state to develop a statewide blueprint for education technology in California. The work of the Education Technology Task Force culminated with the April 18 release of "Empowering Learning: California Education Technology Blueprint, 2014-2017." The blueprint focuses on four key areas: learning, teaching,

assessment and infrastructure, and aims to assist schools in ensuring education technology is a powerful learning tool within their schools and districts, especially through the transition to the new Smarter Balanced assessments.

- The Governmental Relations team has created a three- to five-year Legislative Strategy and Master Plan. It is linked with the ACSA Legislative Platform. The team brought it before ACSA's Legislative Policy Committee in February, and it will drive our advocacy work on a very proactive level.

- We are creating additional links between the Legislative Policy Committee and the Vice Presidents for Legislative Action to strengthen our advocacy efforts by appointing liaisons to each committee.

- We are leading the implementation of Common Core with the State Board of Education.

- We are collaborating with CSBA and CCSESA at the federal level on IDEA, ESEA and E-rate, and are also partnering with CCSESA on the California Collaborative for Educational Excellence.

- We have continued to strengthen our collaboration with equity groups, foundations, our educational partners and others; we held four LCFF engagement meetings and plan to augment this collaborative work.

- ACSA continues to work collaboratively with the Commission on Teacher Credentialing on the CPSELs and in the development of new Preliminary Program Standards and new Clear Induction Standards, the next generation of administrative credentials.

- We began 2014 by showcasing our joint efforts with CSBA on January 16 at the State Board of Education LCFF lobby day, where more than 200 ACSA and CSBA members descended on the state board meeting. Carl Cohn said it was an impressive and important undertaking by ACSA and CSBA, and he thanked us for coordinating the testimony of school leadership teams from throughout the state. All the members of the State Board of Education expressed their appreciation for ACSA's work and for the examples of community engagement and the commitment to making LCFF work at the local level. We repeated this effort at the State Board of Education on July 10, 2014, advocating for the permanent LCFF regulations.

- We are partnering with EdSource to find solutions to improving student discipline and ensure student safety. This effort will eventually result in professional development for our members.

- ACSA played an active role in advocating both for against ballot measures during the 2014 election and actively advocated and supported senate, assembly and statewide candidates ACSA endorsed during this election.

- ACSA took a lead role on some of the most important policy issues facing public education. The GR team developed a strong legislative package the fall of 2014 that included legislation in key policy areas.

1.2 The organization actively seeks common ground among its members and partners.

- We financially contributed to youth organizations that support the development of leadership and provide educational support on behalf of students in the public schools, including the Asian Pacific Youth Leadership Project, the Chicano Latino Youth Leadership Project and the California Association of Student Councils.

- We co-sponsored legislation with the California Association of Student Councils to ensure secondary assessments are more meaningful to students.

- ACSA's One Voice for Students initiative has helped us mobilize around three very specific policy areas—school funding, student outcomes and human resources.

- We surveyed our committees and councils to ask for input on our One Voice for Students efforts.

- We have met with regions and charters throughout the state to inform our members and to solicit input.

- We built a One Voice for Students website, and have made it accessible through the ACSA app so our members can access our information, including the actionable goals. Additionally, our efforts have been highlighted in EdCal and other member publications.

- We conducted a feedback session at our most recent Superintendents' Symposium in January to fine-tune actionable goals for 2015.

- We have been turning up the volume for ACSA and our education partners through press conferences and media events. In May, we held a successful One Voice for Students Lobby Day, meeting with legislators and discussing important issues related to the actionable goals.

1.3 ACSA members and our education partners will capitalize and communicate their common voice in advocating for all students.

- ACSA members were appointed leaders on the LCFF state implementation team.

- ACSA leaders held a One Voice for Students media conference call to share the purpose and intent of the initiative to the press.

- We have been asked to be the conduit between the plaintiff attorneys in the *Vergara vs State of California* lawsuit and management advocates as the case is appealed.

- The Educational Services, Communications and Governmental Relations departments are participating in a statewide campaign to inform the public about What is Common Core? This effort involves all the statewide education organizations as well as research and children's groups.

- The Governmental Relations team has joined a stakeholder group to ensure the smooth transition to new Medicaid reimbursement policies and procedures. All the major statewide education groups are participating in this voluntary effort.

- The Legislative Platform's semi-annual revision was completed and adopted on schedule for 2014-16.

- ACSA and CSBA have contract for federal advocacy to represent both organizations on federal issues including but not limited to ESEA, IDEA, Carl Perkins, E-Rate. ACSA and CSBA will develop an effective grassroots effort on key federal issues to engage and inform California's members of Congress.

1.4 The members of our organization are informed, trained and mobilized in advocacy efforts to improve public education.

- Advocacy training for various groups is underway with the creation of the Introduction to Advocacy booklet and presentation.

- Ongoing trainings continue for committees, councils, the Board, region leaders, the full Delegate Assembly, general membership and staff.

Strategy 2: We will be the premier provider of an array of compelling learning experiences dedicated to developing the capacity of education leaders.

2.1 Improve collaboration between Education Services and Governmental Relations.

- Initial meetings started on a process for ongoing communication between Educational Services and Governmental Relations to ensure collaborative planning of events and trainings.

- Educational Services and Governmental Relations collaborated on the creation of statewide training to focus our LCAP conversations on the right drivers: "LCAP: It's Not Just a Plan!"

- LCAPca had its first full year of operation and resulted in over 200 districts using the program to plan their Local Accountability. The program is currently being updated and is expected to have the following upgrades:

  - Create the new state adopted template.
  - Allow users to manage multiple users on your LCAP planning.
  - Allow users to submit your LCAP electronically to your county- (they will also need to become a user).
  - Allow users to save goals to the system simply by deactivating them.
- The ACSA LCAP Institute for Transformational Change was instituted, designed for district teams made up of the superintendent, LCAP budget designee, professional learning designee, teaching and learning designee and site administrators. Participants will be given templates and tools to assist in systems leadership, leading to effective implementation of LCAP. They will be challenged to commit to proven implementation strategies.
  * Session 1: Examining the System - Is it Ready? - examining the impact of goals and actions, involving stakeholders, next step planning, and commitments and stakeholder involvement.
  * Session 2: LCAP Revision - achieving results; why or why not; adjusting the LCAP; and stakeholder involvement.

2.2 ACSA will provide certificated and classified educational leaders with a wide variety of high quality learning experiences that: are specifically aligned and coordinated throughout the ACSA professional development systems; build on each other and are connected by similar strands; build capacity in both individuals and teams; are relevant to the 21st century learning experiences and applicable to the needs of all educational leaders; and focus on educational equity.

- We are being responsive to member needs by creating new professional learning opportunities. For example, we have held six workshops throughout the state for more than 200 people regarding the LCAP. Titled "LCAP: It's Not Just a Plan," the workshops take participants from compliance—just filling out a form—to making transformational changes for the students in their districts.

- We have also created an LCAP online tool for districts to use that is strategic and comprehensive. The template helps administrators fill out the LCAP forms with ease, while being guided through a strategic thinking process. Version one is available now, with version two due out in early August. Called LCAP CA, the web-based tool will help administrators report out data in three needed formats: for the State Department of Ed, the local community and the district and school board. The tool will ask California administrators the right questions to help guide them through the process, and save time by eliminating redundancies.

- The Educational Services team is working with committee and council chairs to create communication channels that better serve both ACSA and the committees and councils. We will be providing more learning opportunities for those attending committee and council meetings, and we have created a reporting system so they can share the needs and concerns that arise in their meetings. We will also be working with committees and councils to help them set goals.

- The Educational Services team is creating a "Recruitment to Retirement" campaign with membership, focusing our efforts to benefit members over their entire career span, growing leadership through committees and councils. ACSA is committed to being an active part of the life of an educator, from the time a teacher is credentialed through the time that educator retires. During the entire teacher-to-retirement continuum, ACSA believes it has a role in support at every stage. To this end, we are looking for ways to provide support for the long-term.

- In response to LCFF and the LCAP, ACSA held its first annual Negotiator's Summit/Retreat in June to assist school district teams with collective bargaining.

- We have been researching practices used to support new principals in their first year. We found the socialization of the new principals to be vital to district performance and expectations. In fall of 2015, five committees and councils will be involved in creating recommendations for a New Principal's Onboarding and Acculturation Guide to be released for the 2016-2017 school year.

Strategy 3: We will initiate and build dynamic alliances with others of common purpose.

3.1 Develop what ACSA can bring to the table rather than "how can ACSA benefit" (it has to be reciprocal).

- We have completely reorganized our corporate partners program to market our association and build dynamic alliances, and we have hired a consultant to lead these efforts. The Partner-4-Purpose program aims to respond to Strategy III as it calls for partnerships with organizations whose visions are strategically aligned to ACSA's and whose services would render a value-add to membership. Partners are targeted for their ability to provide educational opportunities, insight and quality products and services to our members. We are now partnering with five companies that provide solutions to Common Core, health care and energy challenges, and are awaiting signatures on additional contracts.

- Using focus groups and market surveys, ACSA continues to gain insight and understanding of the beliefs and impressions our stakeholders (members, board, employees, competitors, etc.) have of ACSA. The outcome of this research determines the level of effort and associated activities related to ACSA's branding (or rebranding) initiative.

- Our partnership with the Administrators Association of San Diego City Schools has brought 560 new members into ACSA.

3.2 Continue to participate in coalitions with statewide organizations.

- Education Coalition work continues.

- We continue to build thriving relationships with CSBA, CALSA, CCSESA, CAAASA, and PTA, among other organizations.

- We are working with CCSESA and CSBA to increase federal advocacy on ESEA reauthorization, IDEA funding, and E-Rate funding.

- Educational Services continues to grow strategic alliance partners (NTC, California League of Schools, InnovateEd, Progress Advisors, Legal Firms, Pivot Learning Partners) that benefit our members in the delivery of professional development.

Strategy 4: We will build and sustain vibrant purposeful networks of educational communities.

4.3 All new educational leaders and aspiring educational leaders are aware of the services of ACSA and the benefits of membership.

- Educational Services is offering a coaching-based Tier II credential pathway, for the purpose of rewriting the Clear Credentialing Program.

- Member Services is planning a limited "Media Membership" in ACSA to all Tier II credential candidates who are not currently ACSA members to expose and promote all that ACSA has to offer, and to encourage Tier II candidates to become regular ACSA members.

- We are increasing the presence of all ACSA services planned for future Leadership Summits, "What does ACSA do for you?"

- To gain feedback from new members early on in order to gauge immediate level of satisfaction with their membership, ACSA implemented a New Member and Exit Survey. This allows us to gather valuable data about why members terminate and to create another opportunity to market member benefits and get lapsed members back.

- ACSA has established a Mentoring Program to go along with our comprehensive slate of quality services for all of our members. ACSA strongly believes in this support service to assist new superintendents as they build their own capacity to lead. ACSA will provide a mentor to new superintendents as part of their ACSA membership, and will continue to expand this program to all new administrators.

- The ACSA mobile app now features a quick "HELP" button for members who need legal assistance or have questions about their membership.

- The content under Membership tab on the ACSA website was restructured for easier access to and understanding of member benefits.

- ACSA is launching "ACSA 101: The Value of Membership" to create awareness about the value of membership by providing free workshops to potential members, particularly teachers and students in admin credentialing programs, about the pathways to administrative leadership and how ACSA membership resources and networks can get you there, and to reach our future school administrators early and to begin building capacity for future ACSA leaders. Student/Associate Charter (SAC) Coordinators have been identified for all pilot regions, which are currently Regions 6, 11, 13, 15, 14, & 17.

4.5 Members virtually connect with other members as well as a larger community of educational leaders on any topic at any time.

- In November 2013, the ACSA app was launched, with more than 2,350 downloads to date. We continue to add and improve features and links to this critical resource.

- Blogs are a key component of any communications strategy. The ACSA Blog, launched in 2015, complements our current information delivery platforms and increases participation among members. The purpose of the blog is to showcase the expertise of our members through content sharing. The collaborative platform includes sharing of best practices, first-person accounts of successful strategies and solutions, as well in inspirational content and photos.

- The ACSA Online Community virtually connects more than 1,500 members and continues to grow.

- We have used emerging innovations such as ACSA Chats and webinars to connect to our members.

Strategy 5: We will be the originator and source for inspiring and creating new concepts of learning and teaching.

5.1 ACSA members will become the leaders who advocate and educate others to rethink traditional learning approaches.

- Educational Services developed an online electronic delivery for some of our most popular professional development programs through ACSAtv. The new ACSAtv brings powerful presentations from educational thought leaders and industry experts to members via on-demand video series and live streaming.

- At the 2014 Women's Leadership Forum, we partnered with CISCO and used CISCO technology to host a virtual session with Darline Robles, Maria Ott and Carmela Franco leading the session live from Denver, while the moderator and participants interacted with them from San Diego.

- We have added live tweets from all of our conferences, promoting interaction among participants with the use of clever and unique hashtags for our events.

- Educational Services has developed a two-year/eight-session workshop series called Thriving Leadership, focused on providing site and district leaders with strategies, skills, and tools to guide them in implementation of Common Core State Standards, preparation for SBAC, and development of 21st century teaching and learning. These are being held in LAUSD, Palmdale USD, Mt. Diablo USD and Plumas USD.

- ACSA to continue to offer the personal PD through its academies, conferences, symposiums, institutes, but ACSA will now offer district-wide change support beginning with these three main themes: Systems/Visionary Leadership, Instructional Leadership, and Technology Leadership. We plan to have a year-long focus of these themes at all the events to get a level of awareness to the members, utilizing our major events as "keynotes."

- This past year, an agreement was signed with Naylor Association Solutions and Workerbee TV to develop a robust Learning Management System (LMS). The LMS continues to be developed.

Strategy 6: We will boldly brand and aggressively market our identity.

6.1 The general public develops a greater awareness of and appreciation for the role school leaders play in a successful education system.

- ACSA hired a new Director of Communications, Naj Alikhan, who will help the association take advantage of emerging media platforms and enable us to realize the innovations called for by the Strategic Plan. The Communications team plans to bring innovation to the way ACSA

communicates with members and the public, and will work to make ACSA the go-to organization for all things education.

- With new leadership in Communications, we have been increasing our marketing through print, radio, television and social media. We track ACSA "hits" in the media, and in the last few months alone ACSA has appeared in more than 150 stories in the electronic and print media, including the following coverage since May 1, 2014:

Vergara Decision:
    Orange County Noozhawk
    Washington Post
Transitional Kindergarten:
    NBC News-KNTV
STRS:
    Merced Sun-Star
    Sacramento Bee
    Fresno Bee
    San Luis Obispo Tribune
Rainy Day trailer bill:
    Los Angeles Times
    San Francisco Chronicle
    California Political News and Views
AB 215:
    Los Angeles School Report
    San Diego Union-Tribune (op/ed)
    Los Angeles Times
    San Francisco Chronicle
    San Mateo Daily Journal
    Education Week
    The Dispatch (North Carolina)
    Newstimes (Connecticut)

- The ACSA Communications Department developed a strategy that creates a larger social media community and stronger online presence, launched in December 2014. Our goal is to distribute new content on a daily basis, including promotional content, as a mechanism to create one-on-one communication between members.

6.2 Policymakers understand the challenges facing school leaders.

- New process and website links were introduced in February for ACSA members to apply to state Governing Bodies.

- The Governmental Relations team is launching a leadership campaign specifically targeting lawmakers so they know more about ACSA and our members. ACSA plans to invite lawmakers and their staff to participate in a Principals Academy and at a school site, provide exclusive information about latest LCFF and Common Core efforts and challenges in school districts, and host briefings to provide updates about LCFF in lawmakers' districts.

6.3 School leaders throughout the state receive timely information about ACSA services through a variety of formats.

- We have been sending out video updates and infographics and using our app and social media extensively. We created an ACSA News Now feature on the ACSA app so our most important information is at our members' fingertips.

- We have also increased our two-way communication through ACSA Chats. These marketing opportunities are appealing to increasing numbers of our members. ACSA Chats provide a way to connect with us and learn about recent developments in Sacramento and around the state in real time. The eight ACSA Chats held to date included the topics of the governor's budget proposal, E-rate reform and AB 1266. The Chats drew more than 300 total attendees.

- We started collecting data from new members regarding their desire to receive publications electronically through a check-box on our applications. For those who opt to "go green," we send them a weekly link to our online publications.

- Weekly board reports from Wes have been condensed and included in EdCal in a "From the Executive Director" column so members can see the progress ACSA is making on the Strategic Plan and learn about other important topics.

- In July, 2013 we started sending out ACSA daily news clips to ACSA leadership. At the top we include all the media where ACSA's name appears. We also feature news about LCFF, Common Core, pensions, the State Board of Education and other education-related topics. In addition to what we send to leadership, we circulate ACSA news clips through the ACSA app and tweet them to our Twitter followers.

- We are developing quarterly scheduled newsletters/blogs with content created by committees and councils that highlight best practices and the benefits of membership.

- Member Services has started reviewing the current new member onboarding process to identify areas where the process falls short. Areas under scrutiny include response time, personalization, and communication content. An immediate change was implemented with the acquisition of the San Diego USD management team that involved the creation of personalized welcome emails that come from each member's assigned Member Relations Specialist. The generic welcome email message previously used has been eliminated, and all new members will now be receiving an email from their designated ACSA staffer within the Member Services department.

- ACSA launched it's new Ambassador Program to provide personal outreach to all new members as part of our new member onboarding process, and to educate new members about all opportunities for member engagement available through ACSA membership. It also o engages our underutilized population of retired ACSA members. ACSA Ambassadors will enhance membership retention by increasing member satisfaction and involvement and by providing connections, awareness and information about opportunities for member engagement at the state and local levels.

- In July 2014, the Communications team transformed the paper-only edition of ACSA's weekly newspaper, EdCal, into full color, multi-platform entity incorporating print, web and mobile applications. The EdCal transformation includes changes to advertising rates and job ads due in part to the dual-platform methodology involving our print publication and CareerConnect e-publication.

- Beginning in 2015, ACSA launched a news and information video channel with weekly newscasts and regular feature stories and interviews. Show content includes coverage of events, campaigns and political advocacy.

6.4 ACSA has a prominent voice in local communities, the public forum and the education community.

- See media coverage listed under Strategy 6, Action Plan 1.

- ACSA staff and members have testified at multiple hearings and the State Board of Education since January.

- One Voice for Students media outreach is ongoing; the OVFS efforts continue to be highlighted in EdCal and we have increased our marketing through print, radio, TV and social media.

- There has been an increased presence of State ACSA at local and regional events, including attendance at the North State Spring Conference in April.

Strategy 7: We will cultivate transformational technologies in all aspects of our work.

7.2 Incorporate more technology in ACSA Academies, workshops and conferences.

- Beginning at the 2013 Leadership Summit, all conference materials, schedules and evaluations are now available through the ACSA app. The Summit also featured tweets throughout the event and a scavenger hunt using smart phones and QR codes.

- Google Drive was used to house the 2015 Leadership Training Manual, and we will continue to use it to host shared documents.

- Prezi is being used to create dynamic presentations and engage the audience.

- We used the native app in a smart phone to record the audio for the 2014 Delegate Assembly so that remarks could be quoted verbatim.

- We now use TeamViewer at Delegate Assemblies to remotely connect to the laptop at the podium to prepare for each presenter.

- We provided Chrome Books for Delegate Assemblies to allow breakout groups to fill out surveys, allowing us to quickly collect the data in a spreadsheet and present it to the audience the same day.

- We are using Apple TV to mirror an iPhone/iPad to display the ACSA app.

- Adobe Connect is being used to host several Academy trainings. This technology saves on travel expenses and provides a convenience to attendees.

- We installed a WebEx server. This allows us to host unlimited meetings both within our private cloud and across the web. We can use this to conduct IT trainings or larger Ed Services staff development efforts, and to distribute video content, as well as to share presentation and other files.

7.3 Develop a Comprehensive Membership Database System.

- We have appointed a staff-led AMS team to guide our work as we select a vendor and work to develop a comprehensive membership database that will improve our ability to connect with members and maintain more complete, up-to-date information about members, vendors and customers.

- SchoolCity has successfully demonstrated a high degree of programming, interface design, database creation and management competency by building our Member Module. Our AMS

team unanimously voted yes to move forward with SchoolCity as our AMS vendor and Cabinet approved.

- SchoolCity has created a SQL database based off the same information from our current membership database. We will continue to add fields to this database to create one comprehensive database so that we will only need to manage and maintain a single database.

7.4 Develop an ongoing technology professional development program for ACSA staff.

- This year the Member Services Department conducted all of their job interviews for the Membership Recruitment Team via Adobe Connect to save on time and travel costs. Department staff meetings were also regularly held over Adobe Connect to allow staffers from all three offices to be in the same room at once without having to leave their respective offices.

- We have implemented a help desk system so that the IT Department can better support ACSA staff.

- We have implemented internal staff development training sessions on software such as Microsoft Outlook.

- We have implemented monthly internal email blasts to inform our staff on tips & tricks of how to better us technology in their work environment.

7.6 Update the Association Management System

- Member Services implemented programming changes to the current AMS system to include functionalities such as automated distribution of region rosters, which are now emailed directly to designated volunteer region leaders. This was created to 1) provide members with easier access to member data for regional communication, and 2) to improve internal efficiency and reduce the amount of time Member Services staff were spending on manual distribution.

- The system was also recently programmed with a search engine that now allows Member Services staffers to search by any member's criteria—partial names, email addresses, zip codes, area codes, school district, etc. Previously, member searches were limited to last name only.

7.8 Develop a social media job-alike web presence.

- We are now able to do a better job of understanding member needs through surveys we are conducting using Google Docs.

- Members are now accessing conference programs and evaluations for our major professional development offerings using the ACSA app.

7.12   Develop a comprehensive State, Region and Charter Calendar viewable by members.

- The Member Services and Communications departments worked together to compile event dates for state and regional activities that members can now access in one place through the ACSA app and ACSA website.

- We are developing different modes of technology to broaden our engagement with members and partners, using web-based resources and video.

Strategy 8: We will change our organization from its present structure to constantly evolving formations

- A Governance Task Force has been established; the Task Force has hired and begun to work with a consultant and will make governance recommendations in May, 2015.

- The Governance Task Force is using the book *Race for Relevance* to guide their work.

Strategy 9: We will dedicate our budget, resources and assets to the accomplishment of our mission and objectives.

- ACSA effectively manages its resources using more than 150 current distinct program budgets that align with our Strategic Plan.

- Membership is increasing, our event participation is increasing, and our financial health is sound; all major revenues increased in 2013-14. As of the beginning of July, total membership rests at 15,902, which is an increase of more than 1,300 members compared to last year.

- The CFO continues to prioritize transparency to the Board and members by posting all interim financial statements as well as audited statements on ACSA's website, reporting internal financial reports with the Board and finance committee four times a year, providing financial statements and tax returns to the finance committee, and providing training to all incoming Board members and region treasurers.

- We will continue to use technology to keep you informed about our progress on the Strategic Action Plans. A Strategic Planning coordinator is using an internal tool to track ongoing work for continuing Phase 1 implementation.

- ACSA/FEA continues to achieve a balanced budget per board policy. Currently, less than 9% of our costs are allotted to overhead, including operations, executive office and governance.

- The PAC budget, funded by dues paid directly by members and approved by the Board, continues to be successfully managed by Governmental Relations and tracked by Financial Services to accomplish specific objectives.