

2013-2017

# Visionary Initiatives for Strategic Action

*OSBA leads the way to educational excellence by serving Ohio's public school board members and the diverse districts they represent through superior service, unwavering advocacy and creative solutions.*



*OSBA is the recognized and respected voice of public education, leading through demonstrated expertise, active and engaged membership, and superior service in a competitive, global environment.*



## Ohio School Boards Association

# Letter from the president

Since the first Visionary Initiatives for Strategic Action (VISA) team created OSBA's strategic plan in 2008, the detailed plan has propelled *your* association forward. We have accomplished more significant and far-reaching goals than perhaps ever before.

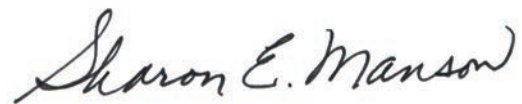
The VISA plan quickly became a blueprint for the association and is woven into every aspect of OSBA activities – Board of Trustees meeting agendas are broken into vision priorities, OSBA leadership refers to the VISA plan daily and individual staff goals are tied directly to components of the plan.

With the resounding success of VISA plan, OSBA is working to keep our momentum going with an updated plan. This new report is the product of extensive research and dedicated effort by a team of 10 school board members and 10 OSBA staff members. I appointed the team in April 2012 and charged them with the task of revisiting the VISA plan and setting goals for the next five years.

The new VISA team met several times to revise the plan, which was adopted by OSBA's Board of Trustees in September. During the process, the association's mission and vision priorities were given some minor revisions and a seventh vision priority was added. The team also scripted a list of 36 goals that were prioritized by the entire OSBA staff, developed a monitoring time line and laid out steps to communicate the plan to stakeholders.

The Visionary Initiatives for Strategic Action contained in this report clearly define OSBA's growing and ever-changing leadership role in public education. OSBA staff will continue to work daily to champion the association's mission, vision and guiding principles while advancing our vision priorities and goals. The Board of Trustees and staff members will regularly monitor the plan's progress.

Together, we must continue our work to refine and highlight the excellence of public education in Ohio. Using this new VISA plan as a road map, OSBA, acting in concert with its members, will strive to build exponentially upon the successes of recent years.



Sharon E. Manson  
2012 OSBA president,  
board member, Waverly City  
and Pike County Career Technology Center



# Mission

*OSBA leads the way to educational excellence by serving Ohio's public school board members and the diverse districts they represent through superior service, unwavering advocacy and creative solutions.*

## Building the original plan

In 2008, OSBA's Board of Trustees adopted an innovative strategic plan and planning process that mapped OSBA's mission, vision and goals through the year 2012. President Sharon E. Manson appointed a new Visionary Initiatives for Strategic Action (VISA) team to revisit the plan. The VISA team was composed of 10 school board members and 10 staff members from diverse backgrounds. All five regions of OSBA were represented, along with small, large, rural, urban and suburban districts, as well as veteran and newly elected board members. Input from all OSBA members was sought through electronic surveys and needs assessments.



The result is a new set of 36 goals that reaches five years into the future. A detailed monitoring process will keep the plan relevant and moving forward. This process calls for:

- regular staff reviews of the strategic plan;
- annual, formal updates of the plan that indicate what goals have been completed, dropped or added;
- reviews of the mission statement, vision statement and vision priorities to ensure they remain relevant;
- orienting new OSBA trustees and staff to the plan, its history and importance;
- keeping constituents up-to-date on progress and changes through newsletters, emails, the OSBA website, meetings and conferences;
- soliciting constituent input on the plan;
- making the plan available on the website;
- providing a strategic plan update at every Board of Trustees meeting.

OSBA's overarching goal in creating the strategic plan was to set in motion a proactive, far-sighted process to support its mission of providing the best service possible for Ohio's public school boards.

With the ongoing commitment and dedication of the entire OSBA family — board members and staff alike — the strategic plan continues to forge ahead and support us as we face the formidable challenges of public education leadership in the 21st century.



# Vision

*OSBA is the recognized and respected voice of public education, leading through demonstrated expertise, active and engaged membership, and superior service in a competitive, global environment.*

## Vision Priorities

The Vision Priorities describe the differences between where OSBA is today and where it wants to be in the future. Below each Vision Priority is the goals for accomplishing it, as adopted by the Board of Trustees.

### **Our members participate in OSBA programs, activities and governance and actively advocate for public education.**

- Create a membership retention plan.
- Get at least 50% of school board members to participate in an OSBA program.
- Get at least 80% of school board members to use the OSBA website.
- Increase Kids PAC membership.
- Increase the response to the call for nominations.
- Expand the use and role of liaisons and ambassadors to increase participation in OSBA programs and activities.
- Regionalize legislative activities to involve more members through communicating with and engaging more members in national advocacy activities.

### **We are the pivotal player representing public education in the political and policy arenas.**

- Develop talking points to give to board members on hot topics.
- Work to have an Ohio board member elected to the NSBA Board of Directors.
- Increase exposure and outreach of OSBA to the public through the media.
- Proactively draft and propose legislation relating to the most pressing educational issues.
- Provide legislative voting data as requested.
- Train and mentor board members to increase their comfort with lobbying efforts.

### **Our infrastructure, processes and resources are sustainable, flexible and dynamic to meet the needs of diverse members.**

- Create additional strategies to recruit and retain highly experienced staff.



- Create an electronic medium to encourage members to dialogue and share with one another.
- Expand the use of technology to provide services and increase opportunities.
- Prioritize and reduce programs or efforts that have limited benefits to enhance programs that will have a greater impact.

### **Our members receive superior and customized services optimizing the value of their membership.**

- Create a transportation services program.
- Determine whether opportunities exist to serve as a “subcontracted” resource for the Ohio Department of Education and other state entities.
- Increase awareness, membership and use of the Legal Assistance Fund.
- Increase member awareness of member resources.
- Increase promotion of regional opportunities, programs and activities.

## ***Vision Priorities continued***

- Research trends in education to identify upcoming member needs.
- Review and re-evaluate awards and recognition programs.

**Our outreach efforts ensure collaboration and participation with individuals and organizations that shape the future of education.**

- Build relationships with first responders for school safety initiatives.
- Develop mutually beneficial initiatives with leaders from business and government entities.
- Explore mutually beneficial initiatives with nonpublic education groups.
- Explore opportunities for interstate collaboration.
- Identify, prioritize and promote collaborative activities of education-related organizations.
- Strengthen outreach to higher education to increase members' knowledge and access to opportunities.

**We effectively communicate with staff, members and stakeholders to exchange ideas and share information.**

- Make members aware of our personal contact program and use it as needs arise.
- Make our website more user-friendly and easier to navigate.
- Provide and promote labor relations benchmarking resources.

**We proactively advance sound school-funding policies and financial management through our advocacy efforts, informational resources, programs and services.**

- Promote a new array of financial consulting and levy services.
- Provide information to districts about shared services and other cost efficiencies.
- Pursue additional pooling programs.

# **Guiding Principles**

The Guiding Principles are the attitudes, mindsets or beliefs about how work should be accomplished within our organization and how people should act as they work toward accomplishing OSBA's vision.

**We value and expect effective communication. Therefore:**

- We will ensure all members and staff are made aware of and have access to the best possible information in a timely manner.
- We will solicit input from all internal and external stakeholders.
- We will use multiple methods of communication to reach a wide variety of audiences.

**We value and expect integrity. Therefore:**

- We will interact with others in a respectful and honest manner.
- We will provide appropriate and reliable information.
- We will be trustworthy and keep promises and commitments.

**We value and expect collaboration and partnership. Therefore:**

- We will facilitate understanding and agreement among partners.
- We will not allow disagreements to impact our overall relationships.
- We will creatively seek and nurture relationships with those who shape the future of education.

**We value and expect superior customer service. Therefore:**

- We will be responsive, courteous and timely.
- We will find or provide resources to meet customers' needs.
- We will monitor and continuously improve customer satisfaction.

**We value and foster expertise. Therefore:**

- We will cultivate visionary leadership across the association.
- We will hire, retain and value highly qualified staff.
- We will provide time and resources to develop association leaders, members and staff.



# VISA team

## School board members

Ginger Baylor, Akron City  
David Carter, East Guernsey Local (Guernsey)  
Reno Contipelli, Cuyahoga Heights Local (Cuyahoga)  
Eric Germann, Lincolnview Local (Van Wert)  
Cathy Johnson, South-Western City  
Sharon E. Manson, Waverly City & Pike County Career  
Technology Center  
Lisa Sobecki, Toledo City  
Randall E. Smith, Forest Hills Local (Hamilton)  
Warren Stevens, Urbana City & Ohio Hi-Point Career Center  
Charlie Wilson, Worthington City

## OSBA staff

Sara C. Clark, deputy director of legal services  
Rob Delane, deputy executive director  
Maryse Gonzalez, senior administrative assistant of legislative  
services  
Megan Greulich, policy consultant  
Crystal Davis, deputy director of communication services  
Richard Lewis, executive director  
Paul D. Mock, Southeast regional manager  
Cheryl W. Ryan, deputy director of school board services  
Janice Smith, chief financial officer  
Jay Smith, lobbyist

# Adopted by the OSBA Board of Trustees, Sept. 22, 2012

Kenneth E. Ault, Wood County ESC  
Ginger Baylor, Akron City  
Don E. Carpenter, Barnesville EV & Belmont-Harrison  
Career Center  
Reno Contipelli, Cuyahoga Heights Local (Cuyahoga)  
Cindy Crowe, Westerville City  
Jo Ann W. Feltner, Franklin City  
Rick Foster, Manchester Local (Adams)  
Eric Germann, Lincolnview Local (Van Wert)  
W. Shawna Gibbs, Columbus City  
Albert Haberstroh, Trumbull County ESC  
Terry A. Halley, Gallia County Local (Gallia)  
Robert M. Heard Sr., Cleveland Municipal  
Cathy Johnson, South-Western City  
Hanifah Kambo, Columbus City  
Susie Lawson, Tri-County ESC & Wayne County Schools  
Career Center  
Sharon E. Manson, Waverly City & Pike County Career  
Technology Center

Gail Martindale, Cedar Cliff Local (Greene) & Greene  
County Career Center  
Ken Morlock, Madison-Plains Local (Madison)  
Randy Reisling, South-Western City  
Roger L. Samuelson, Champion Local (Trumbull) &  
Trumbull Career & Technical Center  
Julie Schafer, Copley-Fairlawn City  
Randall E. Smith, Forest Hills Local (Hamilton)  
Lisa Sobecki, Toledo City  
James A. Sommer, Greenville City  
David Spridgeon, Arcadia Local (Hancock)  
Doug G. Stuart, Rittman EV & Wayne County Schools  
Career Center  
W. Bryce Watt, Muskingum Valley ESC  
Vanessa Y. White, Cincinnati City  
Charlie Wilson, Worthington City  
Dr. Angela Zimmann, ESC of Lake Erie West