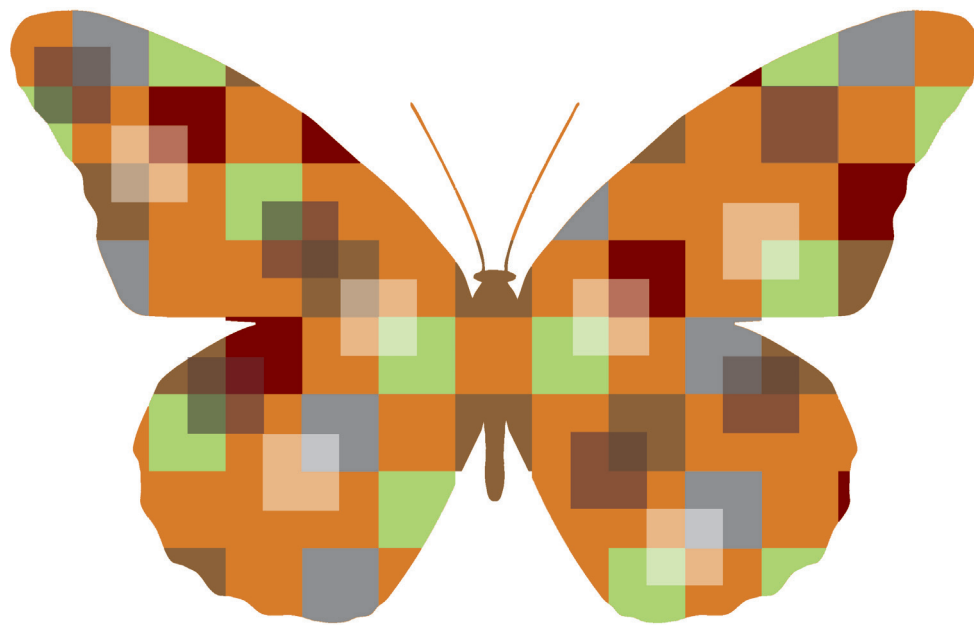
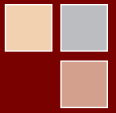


**National  
PTA<sup>®</sup>**

*everychild.one voice.<sup>®</sup>*



**CONTINUING THE TRANSFORMATION**

**NATIONAL PTA<sup>®</sup> STRATEGIC PLAN**

**2010 - 2013**

**NATIONAL PTA IS TAKING** the next steps in its transformation. More Americans understand that the U.S. public education system is in crisis, and know that far too many of our children are obese and suffering ill-health. Millions of PTA members are ready to play their part in improving education and wellness so that all kids can succeed—and PTA must be there to help.

As the leading voice for every child, we must develop strong research-based programs, enhance our powerful advocacy efforts, expand and better steward our resources, enhance our presence in national conversations, become more efficient, and reflect the diversity of our country. Our 2010-2013 Strategic Plan, developed in collaboration with our stakeholders, is an essential guide for our current and future work. Our members and staff are ready to execute this plan, and take on the challenges and opportunities that await this association.

## THE PTA MISSION

*To make every child's potential a reality by engaging and empowering families and communities to advocate for all children.*

Membership is open to anyone who believes in the mission and purposes of the Parent Teacher Association®. Individual members may belong to any number of PTAs and pay dues in each. Every person who joins a local PTA automatically becomes a member of both the state and national PTAs.

Together we are a powerful voice for children. With your help, we can continue to work toward PTA's goal of a quality education and nurturing environment for every child.

## PTA VISION

*Every child's potential is a reality.*

## PTA VALUES

**Collaboration:** We will work in partnership with a wide array of individuals and organizations to broaden and enhance our ability to serve and advocate for all children and families.

**Commitment:** We are dedicated to children's educational success, health, and well-being through strong family and community engagement, while remaining accountable to the principles upon which our association was founded.

**Diversity:** We acknowledge the potential of everyone without regard, including but not limited to: age, culture, economic status, educational background, ethnicity, gender, geographic location, legal status, marital status, mental ability, national origin, organizational position, parental status, physical ability, political philosophy, race, religion, sexual orientation, and work experience.

**Respect:** We value the individual contributions of members, employees, volunteers, and partners as we work collaboratively to achieve our association's goals.

**Accountability:** All members, employees, volunteers, and partners have a shared responsibility to align their efforts toward the achievement of our association's strategic initiatives.



### **CHAIR**

Betsy Landers  
National PTA President-Elect

### **PAST AND CURRENT LEADERSHIP**

Jan Harp-Domene  
National PTA President, 2007-2009

Charles J. "Chuck" Saylor  
National PTA President, 2009-2011

Teresa Williams  
National PTA Secretary-Treasurer

### **GOVERNANCE AND VOLUNTEERS**

Scott Allen  
President, Washington State PTA

Carol Kingston  
Committee Member

Aurelio M. Montemayor  
National PTA Board of Directors

Carolyn Nelson-Goedert  
Field Service Committee

Bill Potts-Datema  
Strategic Planning Committee Member

Charles Scott  
Committee Member

David S. Squires  
National PTA Board of Directors

Alison Turner  
President, Nevada PTA

### **STAFF**

Mishaela Duran *Interim Executive Director*

Audra Akins *Director of Training  
(Committee Liaison)*

Erin Hart *Director of Strategic Alliances,  
Partnerships and Programs*



# Strategic Plan

## STRATEGIC INITIATIVES, GOALS AND TACTICS

### 1. We will build a comprehensive research development platform

#### GOALS

*Create a research agenda that advances family engagement to support educational success, health and well-being*

- Convene key research experts to help define and inform PTA's research agenda by the end of 2010.
- Commission or conduct research to further understand family engagement in schools, homes and communities beginning in 2011.

*Translate research to develop and implement evidence-based policy, programs, and resources*

- Develop and deliver program tools, and resources to address specific needs through June 2013.
- Provide training and technical assistance to increase capacity to deliver high-quality family engagement strategies through 2013.

*Utilize PTA grants and awards to recognize and implement best practices among PTAs through 2013*

- Build mutually beneficial, outcome-oriented relationships to support the development and dissemination of PTA's resources through 2013.

#### TACTICS

- In 2011, create a National Center for Innovation in Family Engagement, which will transform research on family engagement into evidence-based policy, programs and resources.
- Create an advisory council on research and best practices.
- Develop a research action plan.
- Provide technical assistance opportunities via webinars, phone calls, websites, and other relevant tools.
- Create and manage communities of practice on PTA program topics (such as Reflections, Health, etc.).
- Coordinate and implement demonstration projects to model effective practice.
- Make PTA grants and award programs more-focused on outcomes and metrics.
- Publicize best practices.
- Create, develop and evaluate potential partnerships.
- Evaluate current partnerships and alliances to ensure that they meet PTA's Partnership Criteria.



## 2. We will implement a focused, research based, public policy and advocacy plan

### GOALS

#### *Engage members in advocacy at all levels*

- Create an advocacy awareness campaign that reaches all levels of our association.
- Provide advocacy opportunities through our association.
- Capture 60 percent of members in our association's membership database to become part of the PTA Takes Action network by 2013.

#### *Improve public policy affecting children and families*

- Advance a research based policy agenda through the development and dissemination of issue briefs, reference guides, and best practices.
- Provide leadership to select coalitions focused on PTA's public policy priorities.
- Increase the number of leadership opportunities on Capitol Hill and within the Administration.

#### *Equip PTA leaders and members to become trusted messengers and champions for children*

- Develop relevant advocacy resources.
- Evaluate and assess skill levels and develop tools for PTA leaders by 2011.
- Train 23,000 members on advocacy skills and policy issues by 2013.

### TACTICS

- Push for passage of the Family Engagement in Education Act (H.R. 5211), which will strengthen federal policy on—and provide additional funding for—parental engagement.
- Develop the National Center for Innovation in Family Engagement, which will train PTA leaders and members and help enhance their advocacy.



# Strategic Plan

## STRATEGIC INITIATIVES, GOALS AND TACTICS

### 3. We will grow and steward our resources.

#### GOALS

##### *Retain and increase our membership and number of local units*

- Expand marketing, advertising and promotions to new markets and partners by 2011.
- Limit membership loss to 5 percent and raise new unit growth to 5 percent beginning in the 2010-2011 membership year.
- Target six key growth markets yielding 600,000 new members over three years.
- Create and accelerate the development and maintenance of new local membership, community-based and/or specialized models, yielding a total of 150 new units by 2013.
- Work to establish a PTA member management and communication system by 2011.
- Create a universal process for membership by 2013.

##### *Increase non-dues revenue*

- Create revenue generating opportunities through licensing, royalty fees, web, print, and mobile advertising through 2013.
- Increase new Annual Fund donors: 250 by 2011; 500 by 2012; and 750 new donors by 2013.
- Develop a planned giving program by 2011, securing 20 planned gifts by 2013.

- Generate \$4 million in new grant funding by 2013.
- Develop a licensing program by 2011: secure two licensing partners by 2012, and four licensing partners by 2013.
- Raise \$33 million for the Comprehensive Campaign by 2013.

##### *Provide comprehensive learning and growth opportunities for our members and employees*

- Expand distance learning opportunities for members and employees.
- Support broader employee learning and professional development opportunities.
- Provide assessment tools for leaders and employees to align strengths and weaknesses to appropriate opportunities for learning and growth.

##### *Effectively manage our human, fiscal, and capital resources*

- Implement a policy of internal periodic review and audit of the associations' policies to identify weaknesses and capitalize on strengths through 2013.
- Enhance the recruitment and management of employees to ensure staff capacity meets the growing needs of our association.
- Facilitate the ethical and respectful treatment of members and employees through our policies and standards that align to the principles of our association.



### TACTICS

- Create a mobile donation program by first quarter 2011.
- Develop mobile advertising opportunities by third quarter 2011.
- Pursue new funding opportunities through PTA.org and *Our Children*, the National PTA magazine.
- Identify a 2011 Annual Fund theme.
- Solicit 500 corporations, past donors, PTA partners and Strategic Alliance Partners through e-blast promotions and direct mail.
- Target PTA Advisory Board members, Board of Directors, committee members and local leaders for new resources.
- Appeal to National PTA Convention attendees and Reflections Art luncheon attendees in 2011.
- Develop a planned giving program and strategy in 2001.
- Cultivate relationships with 24 foundations that can make initial gifts that will total \$1 million, and 36 foundations that can make initial gifts that will total \$500,000.
- Develop and license at least one PTA product, service or resource in 2011.
- Plan and launch fundraising campaign event for the new National PTA headquarters to be held at the 115th National PTA Convention in Orlando, Florida.



# Strategic Plan

## STRATEGIC INITIATIVES, GOALS AND TACTICS

### 4. We will enhance the internal and external awareness of the association

#### GOALS

***Build public perception of PTA as a leader in advocacy for children and foster relationships throughout all levels of our association and with strategic partners.***

- Expand promotion of PTA in specific markets by establishing major advertising and marketing campaigns through partnerships, and utilizing a variety of approaches.
- Position our association leaders as key advocates for child and family issues.
- Measure and assess member and general public perceptions of PTA to inform our work and practices.

***Increase member awareness and access to PTA and its resources through multiple relevant approaches.***

- Produce relevant publications/resources targeted to specific audiences that will enhance visibility and build our association membership by June 2011.
- Launch an education campaign to inform all levels of our association of the value of PTA membership.

#### TACTICS

- Produce live webcasts, chats and webinars in First Quarter 2011.
- Rally bloggers and media outlets into becoming PTA's virtual ambassadors.
- Gain 48 million media impressions, \$12 million in ad equivalency and national media placements in 2011.
- Secure media impressions via Skype, the leading voice-over-Internet-protocol telecommunications service.
- Increase the number of state PTAs using social media. This includes getting more members to attend PTA workshops on implementing social media.



### 5. We will enhance organizational efficiency and effectiveness

#### GOALS

##### *Utilize a world-class data management system that integrates and supports all levels of the association*

- Acquire a comprehensive information technology system that allows for effective and efficient management of information by 2011.
- Enhance and develop software and hardware virtualization to support the rapidly changing needs of our association.
- Collect 80 percent of our association membership data by 2013.

##### *Implement improved delivery methods of association services at all levels*

- Strengthen regional relationships and facilitate meetings among states.
- Provide incentives to bolster participation in national programs and initiatives beginning 2010.
- Improve the dissemination of information and resources.

##### *Create an accountability system for state compliance with the Standards of Affiliation*

- Conduct periodic reviews of the standards of affiliation.
- Enforce consequences for non-compliance with standards of affiliations.

#### TACTICS

- Deliver over-views on employment law and essential human resources practices to state and district leaders in 2011.
- Update reference tools and provide them to state leaders In Second Quarter 2011.



# Strategic Plan

## STRATEGIC INITIATIVES, GOALS AND TACTICS

### 6. We will recruit, train, and support effective leaders

#### GOALS

##### *Welcome and seek potential leaders at all levels*

- Design and market new methods to identify and recruit potential leaders.
- Remove the barriers to leadership roles at all levels of our association.
- Assess and monitor the identification and promotion of potential leaders.

##### *Implement a comprehensive leadership model that develops, guides, and directs our current and future leaders*

- Coach and mentor volunteers and employees to develop their skills to increase their leadership effectiveness.
- Deliver state association and office management training for state leaders.
- Build an electronic web-based infrastructure to support individualized online learning.
- Provide adult learning credits through Continuing Education Credit (CEUs) hours and/or International Learning Units (ILUs) for learning and growth options.
- Support the growth of the Training Capacity Building Initiative (TCBI) and Emerging Minority Leaders Conference (EMLC) through the effective utilization of attendees.

#### TACTICS

- Use TCBI to help state and local PTA units build much-needed capacity.
- Through the National PTA Human Resources Department, take on new efforts to attract a more-diverse staff pool that includes military families.
- Through TCBI, develop closer relationships with states and congresses to reach the grassroots member for recruitment to leadership roles in regional, council and state roles.
- Ensure that at least 2 non-management National PTA staff members participate in a professional growth opportunity each quarter.
- Encourage staff at all levels to seek professional growth and development opportunities.
- Implement a pilot Learning Management System (LMS) to help top tier volunteer leadership (presidents and presidents-elect) monitor and assess leadership readiness through National PTA's learning and growth opportunities.
- A leadership model will be developed and disseminated based on member insight and current research on leadership practices that effectively relates the Association's vision, mission, and values. It will guide the practices of PTA members and staff.
- Develop an expanded, streamlined and efficient learning management system in the First and Second Quarters of 2011. This will allow for further e-Learning capacity for our members.



### 7. We will diversify our membership, and engage and serve communities

#### GOALS

*Create at all levels an inclusive environment reflective of the populations we seek to serve*

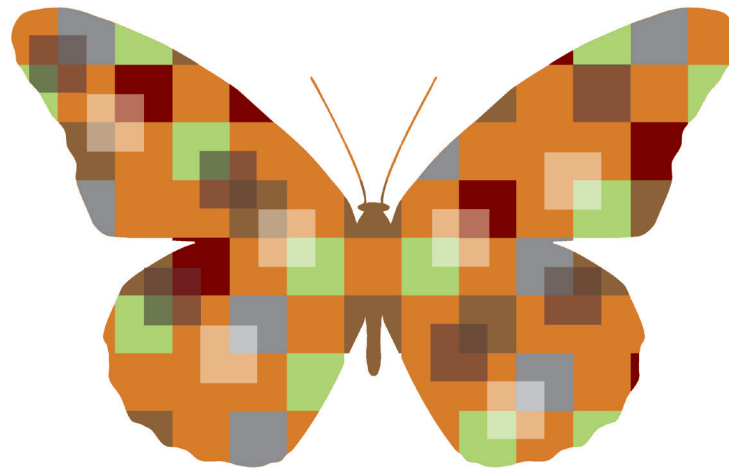
- Translate key learning from the Urban Family Engagement Initiative into practice across all levels of our association.
- Develop strategies to educate and equip PTA members and leaders to foster inclusion and diversity at all levels of our association.
- Identify and change the barriers within policies, structure and organizational culture that limit inclusion across all levels of our association.

*Target membership efforts in underserved areas and communities*

- Create materials and resources to market and promote the benefit of PTA to underserved areas by 2011.
- Define and create new standards of affiliation requirements for states to address the engagement of underserved communities by 2011.
- Develop and implement innovative PTA membership models that engage diverse families and communities through 2013.

#### TACTICS

- Expand National PTA's Urban Family Engagement Initiative.
- Develop new leaders through PTA's Emerging Minority Leaders initiative.



CONTINUING THE TRANSFORMATION

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**2010 - 2013**

**National**  
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