



## 2020–21 GOALS AND ACTION STEPS

### Goal I—LEADERSHIP

Cultivate transformative, equity-driven leaders to ensure each student in every school and community is college, career, and life-ready.

#### *Action A*

Recruit, support, and retain effective leaders in all district level positions who represent the student demographics of Washington State.

**Task 1:** Provide professional learning and networking opportunities for the recruitment and development of future district leaders.

**Task 2:** Provide greater guidance and depth of service to leaders positively impacting career success and longevity.

**Task 3:** Provide timely support to WASA members on professional matters related to their roles as education leaders.

**Task 4:** Provide professional learning responsive to the needs of all WASA members.

#### *Action B*

Design and deliver professional learning in a format that best supports individual and systems-level improvement and furthers equity and excellence for our students.

**Task 1:** Embed the core value of equity and closing the opportunity and achievement gaps in all professional learning.

**Task 2:** Build a comprehensive professional learning foundation of values and practices that can adapt to varying long and short-term needs.

**Task 3:** Use a variety of learning delivery models that encourage diversity in thinking and are responsive to WASA member needs.

#### *Action C*

Promote engaged leadership with and among WASA members in order to share knowledge, learnings, and expertise.

**Task 1:** Maintain a high level of visibility, engagement, and collegiality within WASA regions and across the state.

**Task 2:** Ensure WASA representation on the various regional and statewide committees, workgroups, and task-forces, and that the representation is aptly diverse.

**Task 3:** Ensure members are involved as a participant and leader in professional learning offerings.

## Goal II—TRUST

Develop and sustain trust to promote equity, accessibility, and excellence in public education.

### *Action A*

Build strong relationships with and among WASA members and other stakeholders to develop and sustain a shared voice in support of our public schools.

**Task 1:** Maintain high visibility, strengthen individual outreach efforts, foster increased connectedness, and use regional and statewide meetings with members and partners to share information, solicit input, and build consensus regarding shared positions on major issues.

**Task 2:** Utilize existing WASA governance structures and frequent engagement with members, to develop and promote association positions on emerging issues.

### *Action B*

Mobilize and provide support for WASA members, state agencies, educational organizations, and other stakeholders to provide equitable access to Continuous Learning opportunities and programming for each child that eliminates opportunity and achievement gaps.

**Task 1:** Monitor emerging education policy issues and share information with members.

**Task 2:** Provide settings and venues to encourage dialogue and solicit membership input on emerging issues and identify opportunities for positive systems change.

**Task 3:** Provide leadership, support, and growth opportunities for members in their efforts to build systems that remove barriers for students of color, accelerate their growth and development, and elevate levels of achievement.

**Task 4:** Engage with education partners to share members' perspectives, and where possible, to build unified positions on matters of importance, including social justice and equal opportunity for all students.

### *Action C*

Communicate with a unified message among WASA members, partner organizations, and the general public regarding the value of a world-class public education that is equitable and accessible to all.

**Task 1:** Encourage and inspire members to engage with key stakeholders and decision-makers to influence policy that removes system barriers, mitigates risk factors for students, reduces the opportunity gap, and serves the best interests of all children.

**Task 2:** Use various communication platforms to share key messages that promote public education.

**Task 3:** Seek out opportunities to share members' perspectives through various media.

### **Goal III—ADVOCACY**

Champion the fundamental role of public education in an inclusive democracy.

#### *Action A*

Cultivate ongoing relationships and engagement with legislators and other policymakers to influence legislation and education policy for equity of access and opportunity for each student.

**Task 1:** Educate, inform, and advocate on behalf of the WASA membership.

**Task 2:** Provide ongoing information and research to assist WASA members in effectively communicating with policymakers.

**Task 3:** Develop and provide best practice strategies, tools, and resources to assist WASA members to build and strengthen relationships with legislators and the executive branch, and their respective staff, and effectively advocate on behalf of public education.

**Task 4:** Advocate on behalf of education legislation and policy that ensures racial equity and social justice.

#### *Action B*

In a unified, compelling voice, hold the Legislature accountable for providing consistent and equitable resources to all school districts that will positively impact opportunities and learning for each student.

**Task 1:** Monitor and communicate impacts of current education funding policies, including recent statutory changes adopted to comply with the Supreme Court's *McCleary* decision, and active legislation to alter current funding practices.

**Task 2:** Support school district leaders' efforts to enlist local stakeholders to advocate for policies and consistent and equitable resources for school districts, as reflected in the 2021 WASA Legislative Platform.

**Task 3:** Provide leadership to create a common voice on legislative issues of shared priority among education and non-education organizations.

#### *Action C*

Actively influence federal policy to positively impact each student.

**Task 1:** Provide ongoing information and resources to support WASA members in understanding federal education policy.

**Task 2:** Assist WASA's Federal Liaisons to support and encourage WASA members in their federal advocacy efforts.