

ATE STRATEGIC PLAN GOALS AND ACTIONS

Organizational Sustainability

Goal 1.1: ATE will create innovative revenue streams to support stakeholder needs.	
Action 1.1.1	Intentionally and systematically gather data from stakeholders to inform revenue.
Action 1.1.2	Identify and prioritize association programs to monetize organizational opportunity.
Action 1.1.3	Create at least two new innovative revenue streams by the end of the third year of the strategic plan.

Goal 1.2: ATE will develop an organizational framework that is fluid and responsive to the strategic plan and membership needs.	
Action 1.2.1	Create membership opportunities that drive an increase in ATE membership.
Action 1.2.2	Increase staff by 1 to 3 FTE within 3 years to meet organizational needs.
Action 1.2.3	Define the positions and determine the efficiencies of volunteer leadership roles.

Goal 1.3: ATE will create a governance structure that supports the organization’s sustainability and growth.	
Action 1.3.1	Consult with experts (legal, non-profit, organizational development) to develop an organizational framework that defines roles and responsibilities of ATE’s critical leadership entities.
Action 1.3.2	Complete a comprehensive review and revision of the ATE Corporate Bylaws through consultation with a non-profit professional.
Action 1.3.3	Establish an organizational strategic planning process that includes regular review and revision of annual goals in support of ATE’s future progress.

Drive Greater Impact

Goal 2.1: Within robust school-university-community partnerships, re-define the career (from recruitment, through induction, and across the professional lifespan) of a professional educator with an emphasis on varied opportunities for professional development, leadership, and career advancement.	
Action 2.1.1	Propose, revise, and refine a conceptual framework by surveying stakeholders to reach consensus for defining the professional educator and the domains to support the growth and development throughout the career lifespan.
Action 2.1.2	Conduct an inventory and critical analysis of current ATE activities (e.g., Clinical Fellows, Leadership Academy, etc.) and align the activities with the approved conceptual framework.
Action 2.1.3	Use the conceptual framework to guide future Association activities, to expand services and membership, to shape conference themes and strands, and to guide all branding activities (e.g., website design, publications, etc.).

Goal 2.2: ATE will collaboratively employ a state-, national-, and partnership-driven research agenda, with implications for professional educators across career lifespans.	
Action 2.2.1	Liaise with the broadest range of constituents, associations, and entities with similar missions to identify and advocate for a common research agenda (that guides and supports professional educators across career lifespans).
Action 2.2.2	Develop a common lexicon related to the career lifespan of a professional educator.
Action 2.2.3	Create a research/researcher repository to inform constituents and promote collaborative research.

Goal 2.3: ATE professional educators will be engaged in processes, actions, and interactions that are evident for the achievement of diversity, equity, inclusion, and social justice in the field of education and society as a whole.	
Action 2.3.1	Conduct regular self-evaluations (equity audits) of the organization regarding diversity, equity, and inclusion.
Action 2.3.2	Develop, implement and evaluate professional development related to diversity, equity, inclusion, and social justice.
Action 2.3.3	Issue annual legislative action plan informed by events related to racism, implicit bias, issues of poverty, and equity.
Action 2.3.4	Offer professional support to educator preparation programs in examining diversity, equity, inclusion, social justice, and implicit bias within their programs.

Expand Our Footprint

Goal 3.1: ATE will develop a comprehensive set of recruitment and retention strategies (individual, local/state/regional, and organizational) leveraging the use of technology to reach, expand, and engage association membership.	
Action 3.1.1	Explore fee structures and strategies for member recruitment, retention and engagement from other similar professional organizations -- the review should 1) be aimed at membership growth opportunities targeting IHEs, PK12 schools, and other connected professions and 2) should include professional opportunities for leadership, research, publication, and other areas that demonstrate membership relevance.
Action 3.1.2	Develop a new fee structure plan to promote the recruitment and retention members at the national level through state and regional unit engagement.
Action 3.1.3	Develop a comprehensive plan to engage members in both short-term and long-term opportunities for leadership, research, publication, and other areas that demonstrate membership relevance.

Goal 3.2: ATE will develop marketing strategies to recruit, retain, and engage association membership.	
Action 3.2.1	Initiate a review (internal and external to the organization) of effective marketing strategies, aligned with ATE’s professional educator membership population that will help to inform the development of a marketing / branding plan.
Action 3.2.2	Develop an ATE marketing / branding plan to support the recruitment and retention of members through key ideas such as relevance, networking, professionalism, activism, diversity, inclusion, clinical practice, and success in the profession.

Goal 3.3: ATE will raise the voice of the Association to a new level of influence by developing a structure to guide, support, and sustain advocacy efforts (Advocacy Commission).	
Action 3.3.1	Develop a policy statement/framework based on ATE’s beliefs, values, and mission.
Action 3.3.2	Develop a handbook for state units to use in advocacy efforts to include guidelines and helpful tips for individual ATE members to use in advocacy efforts.
Action 3.3.3	Develop an edited ‘compendium’ on advocacy.
Action 3.3.4	Collaborate with Leadership Academy coordinators to add an advocacy component to the program’s curriculum.
Action 3.3.5	Develop an advocacy workshop for association membership.