ASBA Strategic Plan | Fiscal Year 2026-2028

ASBA is the trusted, go-to resource for Arizona's school boards, promoting student success through strong public schools.

Excellence In School Board Leadership

Goal: Provide high quality professional development and opportunities for growth.

Outcome: Confident, strategic school board leaders.

Advocacy

Goal: Develop effective ambassadors for public education.

Outcome: ASBA and its members are recognized advocates for public education.

Policy Leadership & Compliance

Goal: Deliver clear, timely & current information on policy & legal issues.

Outcome: School boards confidently interpret and apply policy.

Member-Centered Services & Engagement

Goal: Increase responsiveness to member needs.

Outcome: Satisfied, engaged membership sees ASBA as an indispensible resource.

Organizational Strength & Effectiveness

- Board governance & leadership effectiveness
- Internal operations & leadership effectiveness
- Data-driven reporting & impact assessment

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Executive Summary

The Arizona School Boards Association (ASBA) is committed to empowering locally elected school boards by delivering training, advocacy, policy creation and guidance, and organizational support that strengthens local governance and public education across the state.

This 2026–2028 Strategic Plan builds on ASBA's long-standing values and aligns with its mission: to cultivate excellence in locally governed school districts. The plan reflects extensive input from the Board of Directors, staff, and key stakeholders through surveys, a strategic planning retreat, and a series of collaborative working sessions.

Strategic Priorities

- **Foundation: Organizational Strength & Effectiveness**
  Ensure ASBA is a sustainable, well-governed, and effective organization that models best practices and drives internal accountability.
- **Pillar 1: Excellence in School Board Leadership**
  Provide Arizona school board members with high-quality professional development and leadership training to govern with confidence and impact.
- **Pillar 2: Advocacy**
  Position ASBA as a strong, non-partisan advocate for public education while supporting board members in their role as local advocates.
- **Pillar 3: Policy Leadership & Compliance**
  Deliver clear, proactive policy guidance and resources to help boards understand, interpret, and apply education policies effectively.
- **Pillar 4: Member-Centered Services & Engagement**
  Build and sustain strong member relationships through responsive service, strategic communications, and engagement opportunities that demonstrate ASBA's value.

Each pillar includes measurable objectives, annual milestones, and internal work plans (see Appendix A) that will guide implementation. ASBA will provide quarterly progress updates to the Board and assess outcomes regularly through member feedback, engagement metrics, and policy effectiveness data.

Through this strategic plan, ASBA affirms its leadership role in Arizona's public education landscape—supporting school board members, championing local control, and working collaboratively to ensure that the best schools exist in every Arizona community.

Vision, Mission, Core Beliefs

Our Vision

The best schools in every Arizona community.
This vision underscores ASBA's commitment to ensuring that every community in Arizona has access to high-quality public education governed by locally elected school boards, reflecting the organization's dedication to excellence and equity in education across the state.

Our Mission

We cultivate excellence in locally governed school districts.
This mission emphasizes ASBA's role in empowering school board members through training, advocacy, and support, enabling them to lead effectively and make informed decisions that benefit all students.

Our Core Beliefs

ASBA's work is guided by deeply held beliefs about what is essential for the success of public education in Arizona:

- **Student Needs First**
  Every child must have their basic needs met to succeed, and our school systems should focus on meeting each student's unique educational needs.
- **Local Leadership**
  Public schools should be governed by locally elected and accountable boards that are well-trained and knowledgeable.
- **Shared Responsibility**
  The success of students is a shared responsibility between students, parents, school boards, district staff, and the community.
- **Fair Funding**
  Public education must be well-funded, with stable and fair resources to ensure every student can succeed.
- **Equity and Opportunity**
  It's essential to close the opportunity and achievement gaps by removing systemic barriers, so every student can reach their full potential.

Key Themes for the Plan

Member Value is a Competitive Priority
Regain trust, relevance, and visibility. Focus on retention and re-engagement. This includes stronger communications, segmented outreach, and new benefit delivery under development.

Leadership Continuity
Align leadership needs with the execution of the vision. Strengthen governance and succession.

Streamline Focus
Simplify objectives to support phased implementation and internal capacity.

ASBA Strategic Pillars

Purpose: To provide a framework for goal setting and decision making for the staff and board for 2026-2028.

Foundation: Organizational Strength & Effectiveness

Ensure that ASBA is a sustainable, well-governed, and effective organization.
ASBA's internal operations and governance serve as the foundation that supports all strategic priorities. Strong organizational practices ensure ASBA remains accountable, collaborative, and transparent while effectively serving its members.

Strategic Goal: Ensure long-term organizational stability through strong governance, leadership, and operations.

Objective: Establish leadership systems and governance practices that provide continuity and accountability through leadership transitions and organizational growth.

Tactics

- Develop and implement structured board training on nonprofit governance to help ASBA Board of Directors understand their roles, responsibilities, and best practices for decision-making.
- Ensure a formalized board of directors officer development process to prepare future leaders for their roles.
- Develop a strategic accountability dashboard and annual reporting process that tracks ASBA's impact and effectiveness in delivering member value.

Sucess Indicator: ASBA demonstrates organizational stability through sustained leadership, clear board governance, and alignment between leadership decisions and member-focused priroities

Outcome: ASBA operates with consistency, clarity, and credibility, earning the trust of its members and enabling effective execution of its mission.

Pillar 1: Excellence in School Board Leadership

Developing Effective and Confident School Board Leaders
ASBA equips school board members with high-quality training, mentorship, and leadership resources to enhance their effectiveness in serving their communities.

Strategic Goal 1: Provide Arizona governing board members with high-quality professional development and opportunities for leadership growth.

Objective 1.1: Expand ASBA's professional development offerings to address both foundational and advanced leadership needs.

Tactics

- Survey members to identify professional development opportunities needed.
- Create new professional development opportunities based on collected data by December 2026.
- Launch School Finance Boot Camp in 2026.
- Create advanced training for experienced leaders by December 2026.
- Create and deliver policy training with collaboration across departments by April 2026.

Sucess Indicator: Increase participation in professional development offerings by making opportunities more visible, accessible, and relevant to members.

Objective 1.2: Expand ASBA's professional development offerings to address both foundational and advanced leadership needs.

Tactics

- Develop and execute a professional development engagement campaign using segmented communications (e.g., new vs. experienced members).
- Use the ASBA Board of Directors as ambassadors to promote professional development at regional and county meetings.
- Track participation trends quarterly and adjust formats based on member preferences.
- Pilot incentives such as certificates, recognition, or digital badges to encourage repeat participation.

Sucess Indicator: Achieve a 15% increase in member engagement with professional development offerings over baseline levels established in the 2025 annual member engagement survey.

Outcome: School board members possess leadership skills, strategic knowledge, and the confidence necessary to lead their districts effectively.

Pillar 2: Advocacy

Advocating for Local Control and Strong Public Schools
ASBA serves as a strong, non-partisan advocate for Arizona's school boards, ensuring local governance remains protected. While ASBA leads at the state level, members play an essential role as local advocates for public education in their communities.

Strategic Goal 2: Support members in their roles as advocates for their students and communities while ASBA leads advocacy efforts at the state level.

Objective 2.1: Advance ASBA's leadership in state-level advocacy to protect local control and strengthen public education policy.

Tactics

- Deliver timely, digestible legislative updates through weekly alerts during session.
- Provide accessible education to members on key legislative issues.
- Encourage participation in the development of ASBA's political agenda and Delegate Assembly.
- Maintain ASBA's visibility at conferences, hearings, and events that shape public education policy.
- Strengthen relationships with key stakeholder organizations through strategic outreach and presence.

Sucess Indicators:

- Weekly alert readership increases 15% by 2026
- Member Contributions to the political agenda increase by 5% year over year
- Outreach conducted to at least 10 key stakeholder organizations by June 2026

Objective 2.2: Equip board members to serve as effective advocates for public education in their local communities.

Tactics

- Launch a virtual training program for local education advocates by December 2026.
- Deliver a webinar series focused on public school messaging, community engagement, and ASBA's role.
- Provide talking points, tools, and templates for local board members to use in community conversations.
- Feature member advocate stories in ASBA communications to reinforce peer learning.

Sucess Indicators:

- At least 20 board members complete advocate training by December 2026
- Webinar participation increases over baseline engagement from 2025
- Increase in member-reported confidence in local advocate role, as measured by the annual member survey

Outcome: ASBA is a recognized and respected leader in advocating for public education, while members are confident and effective advocates for their local districts.

Pillar 3: Policy Leadership & Compliance

Providing Policy Guidance and Compliance Support
ASBA provides clear, proactive policy guidance and resources to help school boards interpret and implement education policies effectively.

Strategic Goal 3: Deliver exceptional customer support while providing clear, timely, and current information on governing board policies and legal issues.

Objective 3.1: Improve the usability and accessibility of ASBA's policy services and resources.

Tactics

- Create a policy webinar series in 2026 to help districts better navigate compliance and policy effectively.
- Use analytics (e.g., ClickDimensions) to refine communications about policy updates and advisories.
- Create video and user-friendly training materials for policy service subscribers.
- Track and analyze member interaction with the Pulse on Policy newsletter to inform future enhancements.

Sucess Indicator: By June 30, 2026, increase the percentage of policy service subscribers who report that accessing and navigating policy resources is "very easy" from 39.47% (2024) to at least 50%, as measured through the annual satisfaction survey.

Objective 1.2: Enhance ASBA's responsiveness to district-specific policy needs.

Tactics

- Reduce the number of PolicyBridge update queues by 15% to streamline service delivery.
- Update regional training modules to include the new policy platform and revised policy manual and customize membership groups.

Sucess Indicator: By June 30, 2026, increase the percentage of policy service subscribers who report that ASBA "completely" meets their district's specific policy needs from 42.11% (2024) to at least 48% as measured through the annual satisfaction survey.

Outcome: School boards confidently interpret and apply policies that support student success and community needs.



Pillar 4: Member-Centered Services & Engagement

Enhancing Member Engagement and Support
ASBA prioritizes strong relationships with its members, ensuring that services are responsive, engaging, and clearly communicate the organization's value.

Strategic Goal 4: Prioritize relationship building, expand member-focused services, and increase responsiveness to support our members' unique needs.

Objective 4.1: Deepen engagement with members through targeted outreach, feedback mechanisms, and responsive service improvements.

Tactics

- Launch annual member survey (Sept–Dec) with a 40% response rate goal.
- Analyze disengaged district data and develop a response strategy for 2026–27 service updates.
- Clarify expectations for county directors, ensuring they understand their responsibilities in supporting regional engagement.
- Implement a structured outreach calendar with quarterly member touchpoints.

Sucess Indicators:

- Survey response rate of 40% or greater
- Outreach completed to 100% of disengaged districts by Q3 2026
- Member satisfaction scores increase over 2024 baseline

Objective 4.2: Strengthen ASBA's communications, networking, and member benefits to reinforce value and retention.

Tactics

- Develop segmented communications for board members, superintendents, and ASAP participants by August 2025.
- Host at least four networking events by June 2026 and track baseline participation data.
- Expand small group meetings, regional events, and advisory committees.
- Develop exclusive member benefits and initiatives to increase retention and satisfaction.
- Launch Communication Toolkit, Welcome Packet, Charter School marketing, and Policy Bridge enhancements.
- Boost engagement via social media, newsletters, and policy alerts.
- Strengthen messaging to clearly communicate ASBA's value and differentiate it from competitors.
- Launch a virtual book club in January 2026 to foster informal learning and connection.

Sucess Indicators:

- Increased participation in networking events over 2024 baseline
- Membership renewal rate improvement in 2026 compared to 2025
- Positive feedback on new member resources in annual survey

Outcome: A highly engaged and satisfied membership base that sees ASBA as an indispensable resource.