



Strategic Plan

2015-2016

**Approved by the Board of Directors
April 8, 2015**

Introduction

For nearly 90 years, the American School Health Association (ASHA) has been a national leader in the pursuit of healthy schools for all students. We envision healthy students who learn and achieve in safe and healthy environments nurtured by caring adults functioning within coordinated school and community support systems. We believe that protecting our children and ensuring that they have safe and supportive environments in which to learn and grow should be one of the most important goals of any society. We further believe that:

- Health and learning are directly linked and essential to the development of healthy, resilient citizens.
- Schools are uniquely positioned to help students acquire healthy habits for a lifetime.
- A coordinated school health (CSH) approach is the most effective and efficient means of promoting healthy citizens.
- School health professionals should be highly-qualified and practice evidence-based health and education strategies.
- Schools should be safe, nurturing environments that facilitate learning for all.

It is therefore the mission of ASHA to **transform all schools into places where every student learns and thrives**. This is a lofty mission! Reaching our goal will require an investment of time, energy and resources which must be planned and allocated thoughtfully then deployed strategically. Knowing this, the ASHA Board of Directors has plotted an aggressive course for the Association by outlining five key strategies that will propel ASHA to a future where we will be better poised to reach for our mission:

- **Strategy 1 – Advocate: Sustain and expand strategic alliances with individuals and organizations that support ASHA’s mission and vision.**
- **Strategy 2 – Communicate: Sustain and expand strategic and timely communication with ASHA’s members, partner organizations and the public.**
- **Strategy 3 – Educate: Provide high-quality learning opportunities for health and education professionals, parents and other stakeholders.**
- **Strategy 4 – Lead: Serve as a recognized leader in the field of school health, promoting schools where every student learns and thrives.**
- **Strategy 5 – Prosper: Acquire and manage stable, broad-based and diverse human and fiscal resources to support ASHA’s mission and vision.**

In the strategic plan outlined on the following pages, the Board of Directors has delineated a series of specific goals, objectives and measurable tasks assigned to each of the strategic priorities. These activities are designed to stabilize the Association’s financial standing, increase our presence on the national stage, empower our membership to create healthier school environments and ultimately advance our mission. This strategic plan is based on one previously adopted by the ASHA Board of Directors in 2010.

Guiding Principles

The intent of this plan is to be a guiding document for the Board of Directors, staff, committees and volunteers that serve the Association. The strategic plan guides the Association’s growth over the next two years; therefore, the plan will be continuously reviewed and updated as goals are met and new challenges arise and lays the foundation for the organizations’ annual report. In crafting the 2015-2016 strategic plan, the Board of Directors considered three guiding principles:

1. Challenge the ASHA Board of Directors to ensure that the priorities support the mission while considering the organization’s resources and capacity
2. Detail measurable objectives and specific tasks with identifiable and trackable outcomes.
3. Ensure that the tasks and activities outlined in the plan are mission-driven and strategic, moving the organization towards increasing its sphere of influence, capacity and sustainability.

Goals and Objectives

Strategy 1 – Advocate: Sustain and expand strategic alliances with individuals and organizations that support ASHA’s mission and vision

- 1.1 - *Build the capacity of ASHA members and stakeholders to advocate for school health*
 - Objective 1: Provide advocacy training
- 1.2 - *Increase ASHA’s involvement, visibility, leadership and influence*
 - Objective 1: Actively participate in at least three national coalitions or work groups with health and education partners
 - Objective 2: Develop and promote tools to support ASHA’s advocacy efforts

Strategy 2 – Communicate: Sustain and expand strategic and timely communication with ASHA’s members, partner organizations and the public

- 2.1 - *Increase ASHA’s capacity to communicate its vision, mission and activities*
 - Objective 1: Use multiple strategies and platforms to communicate with ASHA’s members and other stakeholders (potential and actual supporters)

Strategy 3 – Educate: Provide high-quality learning opportunities for health and education professionals, parents and other stakeholders

- 3.1 - *Provide opportunities for ASHA members to participate in interdisciplinary exchange of information and strategies*
 - Objective 1: Implement four Networking Communities
 - Objective 2: Increase professional learning opportunities for ASHA members
 - Objective 3: Support formal and informal networking
- 3.2 - *Develop the leadership capacity of ASHA members*
 - Objective 1: Implement the Future Leaders Academy
 - Objective 2: Develop a new scholarship program for ASHA members
 - Objective 3: Develop a mentorship experience for students who volunteer at the conference

Strategy 4 – Lead: Serve as a recognized leader in the field of school health, promoting schools where every student learns and thrives

- 4.1 - *Promote a multidisciplinary collaborative and coordinated school health approach*
 - Objective 1: Increase awareness of a coordinated approach to school health including the Whole School, Whole Community, Whole Child (WSCC) Model
- 4.2 - *Promote the role of the school health coordinator*
 - Objective 1: Explore the feasibility of a school health coordinator credential
- 4.3 - *Promote ASHA’s mission, vision, and activities*
 - Objective 1: Increase ASHA’s credibility and sphere of influence through strategic marketing and media presence
 - Objective 2: Recognize individuals and organizations that exemplify commitment to ASHA’s mission and vision
- 4.4 – *Promote ASHA’s mission, vision, and activities*
 - Objective 1: Educate ASHA members about research, emerging issues and promising/ best practices impacting student health and achievement

Strategy 5 – Prosper: Acquire and manage stable, broad-based and diverse human and fiscal resources to support ASHA’s mission and vision

- 5.1 - *Increase unrestricted revenue from ASHA programs and services*
 - Objective 1: Increase membership revenue by 34%

- Objective 2: Establish corporate sponsorships (\$20K in 2015; 25% increase in 2016)
 - Objective 3: Increase exhibit revenue each year
 - Objective 4: Increase conference attendance revenue by 10%
 - Objective 5: Increase revenue generated by website, newsletter, and career center ads by 10%
 - Objective 6: Increase revenue from JOSH and other publications
 - Objective 7: Increase revenue from CEU offerings
- 5.2 - *Acquire external funding to support ASHA activities*
 - Objective 1: Apply for external funding
 - 5.3 - *Ensure adherence to best practices in nonprofit management and governance*
 - Objective 1: Increase the capacity of the Board to perform its functions and responsibilities
 - Objective 2: Increase the capacity of the finance committee and the Board to track ASHA's financial status and make appropriate decisions
 - Objective 3: Evaluate the resources and services provided by the association management company
 - Objective 4: Ensure that potential Board members and ASHA leaders represent the diversity of the organization and have the skill sets needed by the organization
 - Objective 5: Provide orientation for committee members to ensure they understand their roles and expectations

A full version of the strategic plan with detailed tasks associated with each objective is available upon request. Please contact info@ashaweb.org to request a copy.