

PROPOSED STRATEGIC DIRECTION

2020 - 2024

Organizationally, MSA will be:

1. Renewing and communicating the purpose for MSA and magnet schools
2. Engaging in collaborations that support the mission of MSA, its members, and the business operations of MSA
3. Clarifying member value, purpose, structure, and processes of NIMSL, Certification, and professional learning

Programmatically, MSA will be:

1. Promoting the uniqueness and value of magnet schools for diversity, equity, inclusion, and academic achievement
2. Connecting, recruiting, and retaining members
3. Delivering professional learning services/technical assistance for magnet schools and districts

Operationally, MSA will be:

1. Continuing its financial stewardship
2. Improving and standardizing internal and external communication across the organization
3. Focusing on growing membership through intentional planning, valued resources, and access

ACTION GUIDANCE FOR JUNE 2020 THROUGH APRIL 2021

Organizational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
	Review and adapt the Mission as appropriate/ review current definition of the Pillar of Diversity and edit as appropriate	<ul style="list-style-type: none"> • Extend the commitment of Diversity, Equity, Access, Inclusion, and Integration as critical components of the core values of MSA and Magnet Schools • Review the Pillars’ definitions and adapt as appropriate <p>Connect the importance and impact of diversity and academic achievement (e.g. disparities, achievement gaps, opportunity gaps) inclusive of research</p>	<p>June 2020 to October 2020</p> <p>President</p>	EC and Board Members
	Use the core value of diversity, the Pillars, and the message of School Choice to inform legislative and policy agendas	<ul style="list-style-type: none"> • The message of Choice is important to retain and communicate from a policy perspective • Individualize the messages for different political parties, different political constituencies • Develop messaging regarding the different levels of diversity and achievement in magnet schools across states and districts • Capture member Congressional District snapshots through the data platform to inform policy actions • Use data and targeted messaging to communicate the need for federal magnet sustainability monies • Create specific education for congressional staff who have not had the experience in their backgrounds with diverse magnet schools • Collect data and report on the usage of the direct advocacy service <p>Create education for MSA members to create a level of comfort and understanding</p>	<p>2020 to 2024</p> <p>ED, Policy Consultant</p>	<p>Resource staff/consultant time for appropriations and federal budget season in a way that supports the intensity necessary; resource the direct advocacy service platform that engages all members with directed messages to their congressional members</p> <p>No need for new allocated dollars</p>

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	Engage in the national dialogue regarding diversity and equity in public education	<ul style="list-style-type: none"> • Develop statements regarding desegregation, school integration, diversity, equity, access, and school choice • Take a leadership role in the message of desegregation, school integration, diversity, equity, and access • Support districts and schools with this mission at the local level <p>Collaborate with other organizations supporting diversity and equity</p>	<p>2020 to 2024</p> <p>ED, Board Members, Policy & PR Consultants</p>	<p>No new dollars</p>
	Improve the Brand and identify the value proposition for the increasingly divergent collection of members and prospective members	<ul style="list-style-type: none"> • Define the audiences • Communicate the purpose of MSA and the value of Magnet Schools and theme-based learning through a specific campaign that informs members of what they get from membership beyond conferences • Align marketing strategy with growth and retention of membership, audiences, all products and services; clear messaging and return on investment (ROI) • Communicate the importance and impact of the Pillars on Sustainability of Magnet Schools, Equity, and Integration • Collect data and report on the usage of the grassroots advocacy platform <ul style="list-style-type: none"> ○ Create education for MSA members to create a level of comfort and understanding • Communicate the value to partners as it relates to the purpose of Magnets and MSA • Use available data to drive messaging and brand identity to specific market segments 	<p>June to December 2020</p> <p>ED, Marketing Consultant</p>	<p>Additional time with Marketing Contract</p> <p>Additional Design work for Brand and perhaps the website layout</p>

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		<ul style="list-style-type: none"> • Support Board members and partners with a style guide (e.g. logo, font type, guidelines for representing MSA) along with priorities/instructions for sharing on a quarterly basis; include information regarding policy communication and the grassroots advocacy platform 	By February 2021	
	Intentionally strengthen research for Magnet Schools	<ul style="list-style-type: none"> • Seek to bring answers to questions such as (but not limited to): <ul style="list-style-type: none"> ○ Are students more successful in a diverse classroom environment? ○ How do outcomes for magnet school graduates and students in magnet schools compare to outcomes for their peers in non-magnet schools? ○ What happens to schools who transition off MSAP funding? What elements lead to continued magnet sustainability? What elements lead to a magnet school not being able to continue operating as a magnet school? ○ What do students need from their Magnet School? • Hire a staff member dedicated to the research strategy <ul style="list-style-type: none"> ○ Create a job description • Consistently tell stories of magnet schools' impact for school integration and other wholistic school, student, and staff achievements 	<p>July 2020 to June 2024</p> <p>ED, Research PWG</p> <p>July 2020</p>	<p>Expansion of PWG to be more inclusive of researchers and doctoral candidates</p> <p>Dedicated staff resource to support gathering and creating a compendium, connecting with researchers, informing the field of the need</p>

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		<ul style="list-style-type: none"> • Engage with current and prospective doctoral candidates to inform them of the need for specific research regarding magnet schools <ul style="list-style-type: none"> ○ Inform our members of this need also • Engage with MSAP Center and USDOE to access and use MSAP data and MSAP evaluations' outcomes 		
	<p>Redefine the PWGs for advancing the vision of the organization in alignment with strategic plan and implementation of MSA work as appropriate and necessary</p>	<ul style="list-style-type: none"> • Continue to have non-board members, new district-based members, researchers, and those not previously involved with the work of MSA serve on PWGs • Use PWGs' membership to assist with action steps Educate all PWG members regarding the expectation for their responsibilities with messaging and communicating regarding MSA 	<p>By October 2020</p> <p>President</p>	
	<p>Bring clarity to strategic collaborations and partnerships through specific definitions, decision-making criteria, and expected outcomes for the relationships</p>	<ul style="list-style-type: none"> • Create a strategic collaboration advisory group inclusive of business partners • Fulfill agreements with current and future collaborations and partnerships • Develop, nurture, and implement strategic collaborations and partnerships with identified resources • Expand recruitment for Magnet Tank • Create written MOU template for collaborations 	<p>February 2021 to June 2021</p> <p>ED, EC</p>	<p>Connecting with partnership sales and/or other partnership consultants</p>

Organizational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
	Clarifying the purpose(s) of NIMSL	<ul style="list-style-type: none"> • Create a decision-making process that will make recommendations to the Board regarding direction of professional learning (NIMSL) and recognition (Certification) <ul style="list-style-type: none"> ○ Recruiting board members and others who have not been involved with NIMSL and/or Certification ○ Collect data, Review, Share with Director of Magnet School Leadership ○ Director of Magnet School Leadership reports with President to the Board with recommendations from the sub-committee • The Board needs to discuss and make decisions, then direct the Executive Director to implement purpose. • 	<p>June 2020 to October 2020</p> <p>President</p>	
	Standardize a PWG for NIMSL	<ul style="list-style-type: none"> • Continue to engage the NIMSL and Certification PWGs • Study the name recognition considering the NIMSL purpose <ul style="list-style-type: none"> ○ Make a recommendation to the Board • Support the Director of Magnet School Leadership • 	February 2021 to October 2021	
	<ul style="list-style-type: none"> • Support the growth of NIMSL including staff needed, financial resources needed, 	<ul style="list-style-type: none"> • Determine market segments for the various services and products • Assure services and products can meet the various market segments as needed • Remain aware of and nurture the niche that MSA has within the market for its members and prospective members 	<p>October 2020</p> <p>Board Members, Director of Magnet School Leadership</p>	

Organizational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
	partnerships, niche offerings, and pricing	<ul style="list-style-type: none"> • Connect to the Marketing Plan and assure resources are available to support decisions regarding change • Plan for diversification of services and income 		
	Decide where and how Certification and recognition for members sits within the structure of MSA; what resources are part of certification and when do schools connect with NIMSL for professional learning supports	<ul style="list-style-type: none"> • The Board needs to discuss and direct the Executive Director to implement purpose. • Resource certification and recognition into a single member value platform • Consider Certification as a member value rather than an income generator • Consider the expansion of the PWG for Certification to be inclusive of all recognition for members • Consider a continuous improvement process for merit, individualized awards, and certification 	<p>October 2020</p> <p>January 2021</p> <p>February 2021</p> <p>July 2020 to December 2021</p> <p>Board Members, Certification PWG, Staff</p>	
	Support implementation, resources, and additional staffing as needed	<ul style="list-style-type: none"> • Clarify the connection, similarities, and differences between certification and merit awards • Continue to define and improve the process for re-certification 	January 2021	

Programmatic Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
	Continued support for MSAs promotion of magnet school and theme-based learning value with regards to Diversity and Academic Excellence	<ul style="list-style-type: none"> Identify and rely on the value proposition for the increasingly divergent collection of members and prospective members through our messaging Be clear about the value for joining MSA Opinion pieces in national publications Sponsored content Investment in a data collection system that allows for robust marketing outcome analysis of MSA data will be critical during this planning cycle (e.g. hits to the website, editorials, internet search analytics, calls to the office) 	<p>January 2021</p> <p>PWGs, Board Members</p>	
	Influence national, regional, and local policy as appropriate	<ul style="list-style-type: none"> Develop statements regarding desegregation, school integration, diversity and equity, and school choice Take a leadership role in the message of 	<p>June 2020 to June 2024</p> <p>ED, Policy Consultant, PWGs</p>	

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		<p>desegregation, school integration, diversity, and equity</p> <ul style="list-style-type: none"> • Support districts and schools with this mission at the local level • 		
	Support the sustainability of magnet schools	<ul style="list-style-type: none"> • Expand policymakers' view of MSA beyond just MSAP funding toward areas that strengthen diversity and equity in education, while improving academic outcomes for all students • Actively advocate for a second strand of USDOE funding for sustaining magnet schools • Create and distribute legislative documents for legislators regarding topics such as (not limited to): Magnet Schools, 	<p>June 2020 to June 2024</p> <p>ED, Policy Consultant, Legislative and Regulatory PWG</p>	No new resources needed

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		<p>Successes of Magnet Schools, Needs for Sustaining Magnet Schools</p> <ul style="list-style-type: none"> • Create and distribute policy briefs with MSA’s position on issues 		
	<p>Organize the website and all member services by pillar; or link to an organizational service chart by Pillar that lists services; link all communications/promotions to each pillar as appropriate</p>	<ul style="list-style-type: none"> • Member Value PWG to audit products and services and determine how each is linked to individual Pillars • Create Pillar dedicated hashtags and implement use consistently • Communicate dedicated hashtags within the quarterly style guide along with priorities/instructions 	<p>January 2021 to June 2021</p>	<p>Staff time</p>
	<p>Develop a research approach that MSA can undertake with its current resources</p>	<ul style="list-style-type: none"> • Inform magnet school staff and leaders searching for a dissertation topic that 	<p>July 2020 to June 2024</p> <p>ED, Staff, PWGs</p>	<p>Added financial resource for research staff member</p>

Programmatic Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
		magnet school topics are needed <ul style="list-style-type: none"> • Engage with MSAP Center and USDOE to access and use MSAP data and MSAP evaluations' outcomes • Communicate, using available data from research, the value to partners as it relates to the purpose of Magnets and MSA • Use available data to drive messaging and brand identity to specific market segments • 		
	Develop toolkits as a resource for current and proposed magnet schools	<ul style="list-style-type: none"> • Using a process that is inclusive of non-board members, board members and content experts <ul style="list-style-type: none"> ○ Set a timeline for a series of toolkits ○ Determine a format for the 	June 2020 to 2024 ED, Research staff	No additional funds Current budget funds include public relations review, graphic design, and marketing

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		<p>content and methods of communication</p> <ul style="list-style-type: none"> ○ Create toolkits that allow for multiple users and uses 		
	Implement decisions regarding the growth strategy and the structure of NIMSL to support its growth	<ul style="list-style-type: none"> • Create an implementation plan for NIMSL 	January 2021	
	Continue the development of the National Magnet School Certification product	<ul style="list-style-type: none"> • Continue the development of a set of resources that support members in their certification journey such as: <ul style="list-style-type: none"> ○ Readiness tools, Simple self-evaluation tools, Program review tools • Continued development of follow up services with Certified Schools <ul style="list-style-type: none"> ▪ Regular touchpoints 	<p>January 2021</p> <p>Staff, PWGs</p>	

Programmatic Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
		<ul style="list-style-type: none"> ▪ Story development for publication ▪ Connecting to members with Technical Assistance needs • Continue to refine and improve upon the re-certification process • Resource MSAs Certification product with staffing, marketing as appropriate • 		
	<p>Make data-based decisions regarding serving new market segments and developing new services</p>	<ul style="list-style-type: none"> • Determine the capacity of the organization to implement new services and/or programs • Institute a quarterly report process for overall data collection and analysis that informs decisions regarding programs and services 	<p>April 2021</p> <p>January 2021</p>	

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		<ul style="list-style-type: none"> • Streamline the use of the standard processes with staff and all contractors • 	July 2020	
	Determine structure of professional learning conferences and/or other one-to-many sessions	<ul style="list-style-type: none"> • Identify the relevance of each service or product as a member benefit • Review the structure of all professional learning • Make recommendations for any changes 	June 2020 to April 2021	
	Support digital professional learning services through NIMSL	<ul style="list-style-type: none"> • Offer additional topical sessions by Pillar • Collect data regarding usage and satisfaction from digital professional learning offerings • Report to board with recommendation for continued implementation 	2020 to 2021	

Operational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
	Ensure that the budget aligns to the strategic plan and its initiatives	<ul style="list-style-type: none"> • Continue to diversify income • Annually identify target percentages for diversification of the elements of the budget • Manage investments • Manage the development of the annual budget (income and expenses) based on past trends to assure management of cash flow on a month to month basis • Report actual v. projected on a month to month basis 	January 2021 January 2022 January 2023 January 2024	
	Increase the net assets for the organization	<ul style="list-style-type: none"> • Contribute annually to the different strategic areas agreed to by the board • Direct % of surplus/profit to 	January 2021 January 2022 January 2023 January 2024	Allocate based on previous board decision

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		<p>reserves at the end of the year</p> <ul style="list-style-type: none"> • Identify % targets for the diversification of income on an annual basis as the budget is developed • Determine a four-year goal of an additional 1 million dollars for the growth of the total budget and direct resources toward specific strategic priorities <ul style="list-style-type: none"> ○ Create an annual plan to achieve this • Continue the progress to have all invoicing flow through Impexium platform <ul style="list-style-type: none"> ○ Investment in a data collection system that allows for long-term analysis of 	<p>January 2021 and annually thereafter</p> <p>June 2021 to June 2022</p>	

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		<p>MSA data will be critical during this planning cycle</p>		
	<p>Fundraise for Scholarships and other specialized needs associated with the SP and member needs</p>	<ul style="list-style-type: none"> • Support the Past Presidents’ Advisory PWG in their work • Continue the tracking of raised dollars in a specific line item within the budget • Collect data regarding giving trends • Report to Board bi-annually 	<p>June 2020 to June 2024</p>	
	<p>Quarterly updates by staff and contractors to the ED for distribution to EC and Board; the purpose of which is for information, data collection and decision making for programs and services</p>	<ul style="list-style-type: none"> • Develop an Organizational “snapshot” • Develop a monthly budget reporting package that includes all MSA departments for data input and distribution • Operationally, connect revenue from 	<p>January 2021 to June 2024</p> <p>ED, Staff</p>	

Operational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
		<p>Impexium platform to the accounting system</p> <ul style="list-style-type: none"> Investment in a data collection system that allows for long-term analysis of MSA data will be critical during this planning cycle 		
	<p>Implement the marketing plan and connecting with members, member schools, and other magnet schools</p>	<ul style="list-style-type: none"> Continual digital communication with members Use analytical data from marketing efforts to continually improve the plan and action Personalized communication with current and prospective members Recognition of long-time members 		
	<p>Have a reliable and current database platform to capture member data; update the current data from the UNCC study</p>	<ul style="list-style-type: none"> Assign resources for quick updating of both platforms 	<p>July 2020 to July 2021</p>	<p>Mapping the integration of Open Water and Impexium platform</p>

Operational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
	through the current data platform	<ul style="list-style-type: none"> • Map integration of OpenWater and Impexium platform • Integrate data captured through OpenWater with Impexium platform • Use data to inform the quarterly reports • Use data for determining messaging for specific audiences 	<p>January 2021, 2022, 2023</p> <p>January 2022</p>	<p>4 months of added staff resource</p> <p>Impexium platform costs for Congressional District snapshot data access</p>
	Create a detailed member-centered recruitment and retention plan with specific annual metrics that minimizes attrition	<ul style="list-style-type: none"> • Agree on an individualized outreach plan to approach strategic districts and schools for new and continued membership • Create a structure of membership ambassadors to assist regional directors with periodic calls to members for 	January 2021 to June 2021	Contract for six months with a resource to recruit membership from strategic districts

Operational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
		<p>retention and networking value</p> <ul style="list-style-type: none"> • Resource membership growth by investing in specific outreach to non-members; learn from the data and make a recommendation to Board for continued work in the 2021 year • Connect member growth and retention plan to marketing plan, regional activities, additional member value propositions annually • Make personalized connections to current and prospective members • Recognize long time members • Capitalize on the Director of Magnet School Leadership and NIMSL consultants' connections with 		

Operational Focus	ACTION	Sub Action	Responsibility and Timeframe	Resources
		practitioners for member relationship, member needs, and promotion of MSA member value		
	Develop a new approach to growing and connecting with current and potential members that includes regional directors	<ul style="list-style-type: none"> • practitioners for member relationship, member needs, and promotion of MSA member value • Use the value proposition for the increasingly divergent need of prospective members • Plan with Regional Directors for outreach <ul style="list-style-type: none"> ○ Personalized outreach ○ Delivering content (PD) within regions ○ Use of regional ambassadors for outreach, connection, networking, and retention 		
	Have a reliable and current database platform to capture member data	<ul style="list-style-type: none"> • Assign resources for quick updating of both platform 	July 2020 to July 2021	New financial resources for mapping the integration of OpenWater

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		<ul style="list-style-type: none"> • Map integration of OpenWater and Impexium platform • Integrate data captured through OpenWater with Impexium platform • Capture member Congressional District snapshots through the data platform to inform policy actions • Use data to inform the quarterly reports • Use data for determining messaging for specific audiences • Create access to a member directory by multiple indicators 		and Impexium platform as well as temporary staff
	Plan with Regional Directors for outreach networking with members and prospective members in each region	<ul style="list-style-type: none"> • Personalized outreach • Delivering content (PD) within regions • Use of regional ambassadors 	February 2021	

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	Clarify the purpose and strengthen the value of the work of each group	<ul style="list-style-type: none"> • Identify strategic memberships for each that includes non-board members, partners, and other persons with diverse backgrounds • Focus each group on a section of the strategic plan inclusive of action items and implementation • Use PWG members to gain clarity of the needs in the fields of magnet school education, education policy, member needs, assessment, and theme-based education • PWGs make recommendations to ED, EC, Board as the work suggests • 	<p>October 2020</p> <p>President</p>	No new resources

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	Support digital professional learning services through NIMSL	<ul style="list-style-type: none"> • Offer additional topical sessions by Pillar • Collect data regarding usage and satisfaction from digital professional learning offerings • Report to board with recommendation for continued implementation 	2020 to 2021	
	Plan and implement with Regional Directors for outreach	<ul style="list-style-type: none"> • Personalized outreach • Delivering relevant professional learning content within regions <ul style="list-style-type: none"> ▪ Face to Face • Digitally and very topic focused 	February 2021	