

NELMS

Strategic Plan

July 2004 – July 2009

**Adopted by NELMS Board of Directors
July 21, 2004**

Goal #1

NELMS WILL HELP ENSURE THAT THOSE WHO TOUCH THE LIVES OF YOUNG ADOLESCENTS WILL VALUE AND UNDERSTAND EFFECTIVE MIDDLE LEVEL PRACTICES

Strategic Objective A: *NELMS will be actively involved in the development of middle level identity and policy in each New England state*

Action Step:	Responsibility	Timeframe
1. Develop clear communications channels to national, state, and local policy makers <ul style="list-style-type: none"> • Make personal contact in each state DOE • Develop contact list of dignitaries • Convene a NE summit of Commissioners of Education • Enhance email and mail communication with Supt. and Ass't Supt. 	Exec. Dir. Board Assoc. Exec Dir.	July 2005 October 2004 November 2005 January, 2005
2. Inform and educate teachers new to the middle level <ul style="list-style-type: none"> • Design campaign • Develop e-mail list • Offer special incentives • Offer special P.D. activities 	Office T. E. Comm.	January 2005 Summer 2005 As developed Ongoing
3. Offer clear and effective ways to assist members as they sustain middle level practices <ul style="list-style-type: none"> • Appropriate P.D. • Develop "response packets" • Relevant professional information 	Office Board Professional Resources Comm. Research & Assessment Comm.	Ongoing January 2006 Ongoing
4. Outreach to middle level educators in other grade configurations <ul style="list-style-type: none"> • Brainstorm approaches • Develop approaches 	Office Board	Fall 2004
5. Educate parents to understand middle level practices	Office Board Professional Resources Committee	Ongoing

Strategic Objective B: *NELMS will collaborate with state middle level organizations and NMSA to help them and ourselves achieve our respective missions.*

Action Step:	Responsibility	Timeframe
1. Attend state organization board meetings as invited	Assoc. & Exec. Dir. NELMS Regional Representatives	Ongoing
2. Offer assistance to state organizations: activities, planning, advocacy, professional development	Assoc. & Exec. Dir. NELMS Regional Representatives	Ongoing
3. Share resources and ideas with state organizations	Assoc. & Exec. Dir. NELMS Regional Representatives	Ongoing
4. Continue to meet with state leaders and engage in mutually beneficial projects	Exec. Dir.	Ongoing
5. Work collaboratively with NMSA on national initiatives and other activities as appropriate	Exec. Dir. NELMS Regional Representatives	Ongoing

Strategic Objective C: *NELMS will have a public relations system that informs all stakeholders (professional educators, state and federal legislators, state education officials, and parents) in middle level education.*

Action Step:	Responsibility	Timeframe
1. Develop an e-mail “legislative report” for state and federal officials	Exec. Dir. Board	February 2005
2. Establish an advocacy section on the Web site to share ideas as well as “point-counterpoint” opinions	Exec Dir. Office Teacher Ed. Comm.	December 2004
3. Maintain and enhance Parent Network	Office	Ongoing
4. Educate parents to understand middle level practices through collaborations and development of new parent programs	Assoc. & Exec. Dir. Research & Assessment Comm. Teacher Ed. Comm.	Ongoing

Goal #2

NELMS WILL ASSIST EDUCATORS TO CREATE THE CULTURAL CONDITIONS NECESSARY TO DEVELOP AND EFFECTIVELY UTILIZE STANDARDS-BASED INSTRUCTIONAL POLICIES AND PRACTICES THAT INCREASE STUDENT LEARNING.

Goal 2, Part A

NELMS will promote active, hands-on, engaging environments that will enable young adolescents to learn to high levels

Strategic Objective A: *Define and promote instructional practices (such as differentiated instruction, data driven instruction, and flexible grouping) for adolescent (middle level) student learning*

Action Step:	Responsibility	Timeframe
1. Identify and share exemplars via established awards and/or rubrics	Recognitions Comm. Office	Summer 2005
2. Provide appropriate conference strands and other activities	Office Board	Ongoing
3. Read and review professional resources to define best practice	Office Board Professional Resources Committee	Ongoing
4. Encourage Spotlight Schools visits	Research & Assessment Comm. Office	Ongoing
5. Develop new awards that highlight instructional practices	Recognitions Comm.	Fall 2007
6. Develop position papers that emphasize effective instructional practices	Board Office	January 2006

Goal 2, Part B

NELMS will promote integrated and thematic standards-based instruction in middle grade classrooms and will recognize schools and/or teams that successfully integrate instruction

Strategic Objective A: *NELMS will clarify curriculum integration*

Action Step:	Responsibility	Timeframe
1. Create and develop templates for curriculum mapping, thematic units, and integrated curriculum	Professional Resources Board Members Professional Services Consultants	2 per year
2. Review, revise, and develop conference strands and other professional development activities	Office Board	October 2005
3. Identify and recommend relevant readings and research	Professional Resources Comm. Teacher Education Comm. Research & Assessment Comm. Office Board	Ongoing
4. Develop an "Ask the Expert" section on the Web site	Professional Resources Comm. Teacher Education Comm. Research & Assessment Comm. Office Board	Spring 2005
5. Create a Web-based resource of exemplary integrated middle school curriculum by posting bullets from Beane/Brodhagen scoring criteria and recognized units.	Office Recognitions Comm.	May 2007
6. Attract innovators to present at professional development events	Board members Office	Ongoing
7. Develop a process to encourage more teams and schools to apply for the Beane/Brodhagen Award	Recognition Comm. Office	February 2005

Goal 2, Part C

NELMS will recognize schools practicing effective teaming and other organizational arrangements that enhance student learning.

Action Step	Responsibility	Timeframe
1. Develop a process to encourage more teams and schools to apply for the Spotlight School Award	Research & Assessment Comm. Office	February 2005
2. Expand avenues for school recognition	Office Board Committees as appropriate	Ongoing

Goal 2, Part D

Strategic Objective A: *NELMS will identify excellent and promising practices that promote a positive school culture including the physical and emotional health of Young Adolescents.*

Action Step:	Responsibility	Timeframe
1. Develop a process for collection and dissemination of exemplary practices <ul style="list-style-type: none"> • Examine programs within Spotlight School • Review presentations of national presenters • Review current literature 	Office & Board	Fall 2004
	Board members Research & Assessment Comm.	May 2005
	NELMS Board	Annually
	Professional Resources Comm.	Ongoing
3. Disseminate information via email, web site, and print	Office	Ongoing

Strategic Objective B: *NELMS will provide professional development that promotes best practices in developing positive school cultures*

Action Step:	Responsibility	Timeframe
1. Engage in data collection that targets the professional development needs	Office Board Research & Assessment Comm. Teacher Education Committee	Annually in January
2. Gather current best practices used to address prevention of risky behaviors and the emotional well being of young adolescents.	Board Research & Assessment Comm.	Over next two years
3. Develop programs, publications, and presentations that will provide effective professional development	Office Board Professional Resources Comm.	Ongoing
4. Evaluate the effectiveness of current professional development offerings	Board Office	May 2005

Goal #3

NELMS WILL CONTINUE TO BE A PREMIER PROFESSIONAL SERVICES PROVIDER FOR MIDDLE LEVEL EDUCATORS

Strategic Objective A: *NELMS will develop and expand assessment offerings*

Action Step:	Responsibility	Timeframe
1. Collect and analyze feedback from the assessment process	Assoc. Exec. Dir. Research & Assessment Comm.	Ongoing
2. Design a technology-friendly way for schools to collect, disaggregate, and analyze their assessment data	Office Assoc. Exec. Dir.	Fall 2004
3. Contact states to encourage the adoption of the NELMS School Assessment Process	Office Board members	January 2005 (start)

Strategic Objective B: *NELMS will explore and expand professional development opportunities and will continue to ensure the quality of all activities*

Action Step:	Responsibility	Timeframe
1. Foster further collaborative relationships with institutions of higher learning and other providers	Assoc. Exec. Dir. Teacher Education Committee	Ongoing
2. Continue to assess and evaluate current programs (i.e. conferences, workshops, etc.)	Office Board	Ongoing
3. Survey and use data from membership to identify ongoing professional development needs	Office Professional Services Team	Annually
4. Continually review and offer relevant topics for activities	Assoc. Exec. Dir. Office Board Teacher Education Committee	Annually
5. Cultivate and support cadre of consultants	Assoc. Exec. Dir.	Ongoing
6. Continue and expand the Professional-in-Residence Program	Office	Ongoing
7. Investigate a Principal-in-Residence Program	Office Assoc. Exec. Dir.	2007

Strategic Objective C: *NELMS will ensure the continued quality of the Annual Conference*

Action Step:	Responsibility	Timeframe
1. Develop and promote the Annual Conference as both a professional development and school improvement tool	Office Board	Ongoing
2. Design follow-up activities	Office Board	March 2005
3. Continue and expand graduate credit options	Office	March 2005

Strategic Objective D: *NELMS will expand and increase the avenues of publication access, distribution, and production*

Action Step:	Responsibility	Timeframe
1. Ensure the quality of publications and distribution of resources	Office Prof. Resources Committee	Ongoing
2. Expand the market, including national distribution, for NELMS-created materials	Office	Ongoing
3. Expand resource development and review new products to ensure quality	Office Board Prof. Resources Committee	Ongoing
4. Solicit annual reader feedback and input as needed to assess <i>Mid Lines, Journal</i> , etc.	Office	July 2005
5. Recruit authors for all publications	Office Board All committees	Ongoing

Goal #4

NELMS WILL HAVE A DIVERSIFIED AND SECURE FINANCIAL STRUCTURE

Strategic Objective A: *NELMS will actively seek grants, donations, sponsorships, and affinity programs*

Action Step:	Responsibility	Timeframe
1. Investigate and apply for state and federal grants	Office	July 2006
2. Identify cost effective member benefits	Office	July 2005
3. Foster existing and develop new sponsorships and contributors	Exec. Dir.	Ongoing
4. Identify new affinity services of benefit to members	Exec. Dir. Office	Ongoing
5. Examine structure of organizational systems to aid and promote financial development i.e. staff position w/team approach	Office Finance Comm Board	July 2005

Strategic Objective B: *NELMS will have an effective investment policy and strategy for the protection and growth of the reserve money.*

Action Step:	Responsibility	Timeframe
Review investment policy	Finance Comm. Office	January 2005
Inform and update the Board on progress	Finance Comm. Office	May 2005 & annually

Strategic Objective C: *NELMS will maintain and expand profit centers*

Action Step:	Responsibility	Timeframe
1. Develop student-based programs	Office Board	May 2006
2. Publish, sell, and review student publications	Office Board	Ongoing
3. Expand school assessment program through recruitment and advertising	Office Board	Ongoing
4. Develop new initiatives emerging from state and federal mandates	Board Office	Ongoing
5. Develop commercial affiliations and a “virtual exhibit hall” on the web	Office	Ongoing

Goal #5

NELMS WILL USE TECHNOLOGY TO SERVE MEMBERSHIP AND ORGANIZATIONAL NEEDS

Strategic Objective A: *NELMS will be an online resource for middle level schools*

Action Step:	Responsibility	Timeframe
1. Provide middle level discussion threads and list-servs	Office Technology Comm. Board	Summer 2005
2. Provide an online bibliography of resources and research	Office and Board Technology Comm. Research & Assessment Comm. Teacher Education Comm.	Ongoing
3. Provide online workshops, seminars, and graduate courses	Office	As feasible
4. Maintain/expand development of annual technology plans	Office and Board Technology Comm.	Annually
5. Promote the integration of technology and curriculum	Board Office Technology Comm.	Ongoing

Strategic Objective B: *NELMS will develop online member services*

Action Step:	Responsibility	Timeframe
1. Develop a member-only section on the Web site	Office Board Technology Committee	July 2005
2. Implement registration online	Office	Fall 2004
3. Develop interactive forms online	Office Board Technology Committee	February 2005
4. Develop online surveys for school assessments, members suggestions and needs assessment, and conference evaluations	Office Board Technology Committee	Over the 2004-2005 year

Strategic Objective C: *NELMS will upgrade and enhance its own computer and technology resources*

Action Step:	Responsibility	Timeframe
1. Design a purchase plan for new association management software	Office Finance Comm Board	May 2005
2. Review current network hardware, systems, and software, and make recommendations	Office Technology Comm.	Fall 2004
3. Review the role of and change the current technology consultant	Office Technology Comm.	Summer Fall 2004
4. Obtain grants or other sources of support to upgrade NELMS technology	Office Exec. Dir.	Over the 2004-2005 year