



STRATEGIC BOOK

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STRATEGIC BOOK AUTHORS

BOARD OF DIRECTORS

Rebecca Snyder, Chair

Jemelleh Coes

Paul Ferrari

Marguerite Izzo

John Wilson

Josh Parker

NNSTOY LEADERSHIP TEAM

Eric Isselhardt, PhD, President and Acting CEO

Megan Allen, EdD, Director of Partnerships

Lauren Cantell, Director of Project Management

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INTRODUCTION

This Strategic Book arose from these six purposes and needs:

1. A recognition that the organization's activities were not sufficiently and specifically connected to its mission, and a desire to rectify that condition.
2. An understanding that the organization needed to take a dispassionate self-review in order to ensure that it is relevant to its membership and impactful in its activities.
3. A desire to clearly articulate the organization's impact and value-add statements.
4. A need to mediate the organization's immediate fiscal crisis, and to create a strategic roadmap to build organizational sustainability.
5. A wish to build a new collaborative culture between the organization's staff and Board of Directors.
6. A way to create organizational assessment and description (in companion to the Fiscal Book) that may be used to articulate NNSTOY to potential merger partners.

In order to meet those purposes and needs, this document is the result of collaborative efforts between the staff and Board of Directors, undertaken in the course of seven months. And during key moments along the Book's development, NNSTOY's significant partners, members, and critical friends were invited to review the document, and provided important feedback. As such, the development of this Strategic Book included well over 150 individuals, representing a broad array of professionals and organizations in the education space. Those voices resound throughout the document, and provide important thematic and terminology elements to its structure and content.

This Book is intended to establish clarity around NNSTOY's mission, impact, and value-add. It is a roadmap, designed to inform the tactical activities the organization will pursue in order to meet its purposes and attain sustainability. Those specific activities will be explicated in a Tactical Book that the staff develops over the next few months.

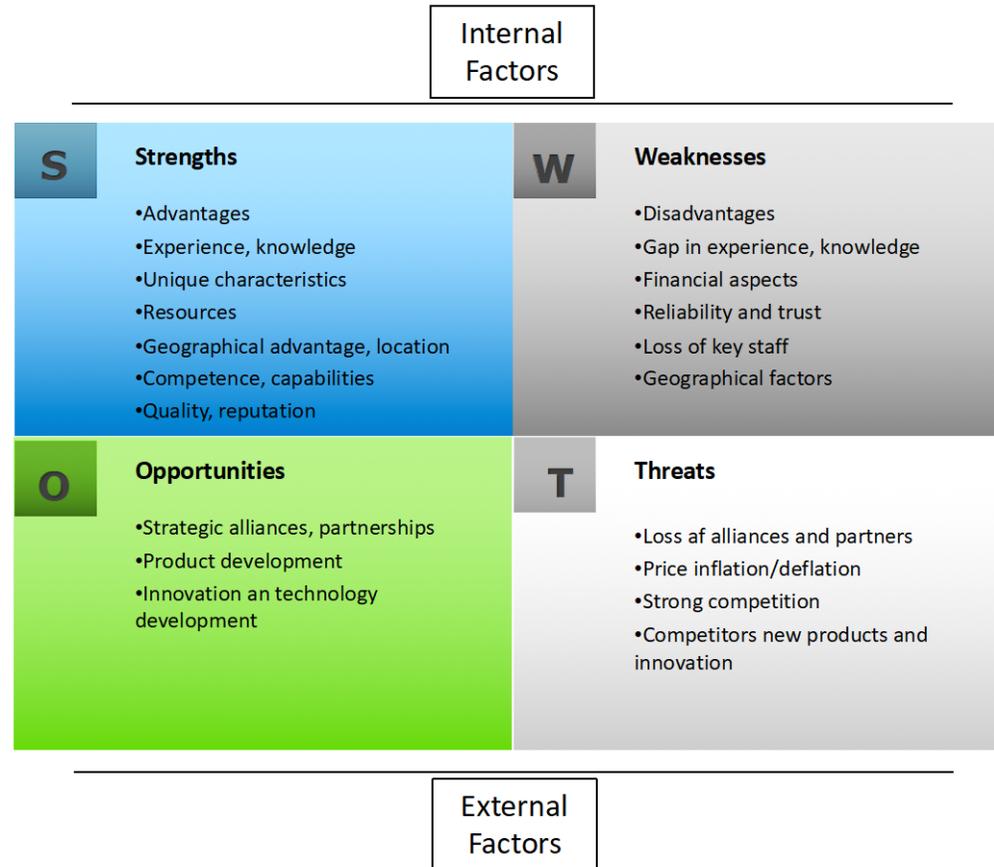
NNSTOY has the potential to rise as a critically impactful organization. This Strategic Book suggests the path to the fulfillment of that potential.

SWOT ANALYSIS

The development of this Strategic Book began with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the organization with internal and external views. Each element of the SWOT was assigned to a different Board member who completed the relevant research and reported to the group.

As is the usual case with such analyses, the categories of Strengths and Weaknesses refers to internal organizational factors, whereas the categories of Opportunities and Threats refers to external environmental factors.

SWOT FORMAT



SWOT SUMMARY

Internal Factors

STRENGTHS

- Unique and important intellectual property
- Minimal, but sufficient operational assets
- Membership willing to work for the organization
- Geographically flexible
- Talented and dedicated staff
- Distributive leadership culture

WEAKNESSES

- Membership disconnected from organization
- Precarious finances
- “Transactional” reputation
- Staff capacity limits

External Factors

OPPORTUNITIES

- Saleable and desired courseware product set
- Regional conferences
- Post year of recognition
- Social media driven white paper events
- Embedded policy players
- Chapters in action
- Blogs, articles, FB live—Social media presence
- Strong reputation
- Known brand
- Strong and growing partnerships

THREATS

- Competing providers of teacher leadership training
- The lack of capacity to provide school districts with sustained consultation and support
- Current federal administration does not have a national agenda that aligns with NNSTOY
- Political polarization among elected leaders, unions, and allies
- Generational changes could surface opposition to the concept of selecting one Teacher of the Year.
- The teacher revolution occurring in red states
- The education space is currently experiencing a re-set generally across the genre
- Other similar non-profits

NNSTOY DEFINITION OF LEADERSHIP

Leadership definitions are evolving at a rapid pace, and NNSTOY needs to reflect that fresh thinking to remain current in the education space. What does NNSTOY add to the “leadership puzzle?”

EXPERTISE

NNSTOY leads with a deep understanding and experience of great teaching and student learning.

TRAITS

Educator leadership is learning-centric action and attitude characterized by:

Vision. Creates an inspiring picture of the future.

Motivation. Inspires people to engage with that vision.

Management. Organizes the vision delivery.

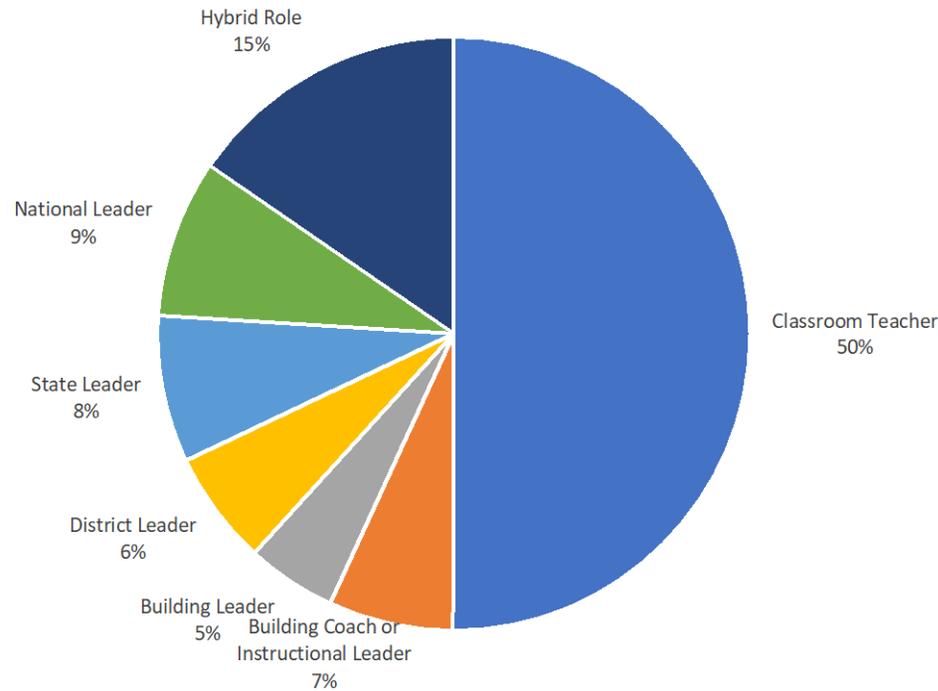
Facilitation. Builds teams engaged in achieving the vision.

SYNTHESIS

Educator Leadership brings together the skills needed to do these things in order to turn the vision of equitable and exceptional learning opportunities for all students into reality.

NNSTOY'S MEMBERSHIP—WHERE WE WORK

Survey question: In which group do you identify (in your current role)?



Leadership across the education spectrum.

Our leadership (at all levels) is grounded in the deep understanding and knowledge of pedagogy and great teaching—leadership that is grounded in the best practices with which our teachers were recognized.

Leadership is a way to teach others, at every level.

STRATEGIC CORE

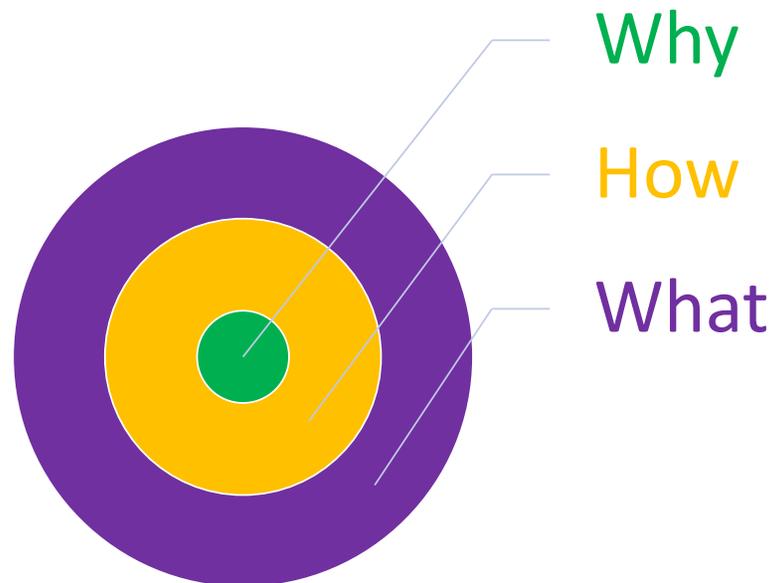
The Strategic Core represents the foundation on which NNSTOY is built. As such, it is a high-level explication of ideals and position statements designed to inform the organization's tactical activities and define progress within those activities. For the purposes of this document, the Strategic Core has a specific frame as outlined below.

The Strategic Frame

Impact is *Why we do what we do*—what change we accomplish.

Outcomes are big goals derived from the *Why* describing *How we create Impact*.

Outputs are exemplar action items describing *What we do to reach our big goals*.



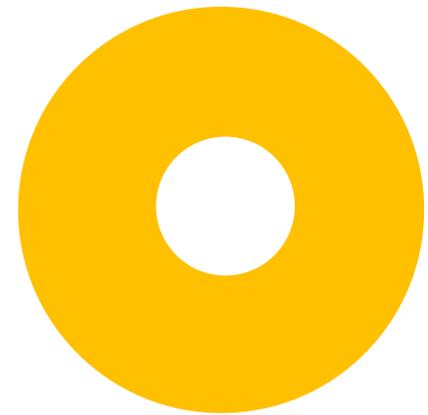
The National Network of State Teachers of the Year is the engine that connects, supports, and mobilizes educators so they can advocate for the issues and practices that provide all students with exceptional and equitable learning opportunities.



The Why

OUTCOMES

1. Leverage the membership's teaching expertise to ensure exceptional student learning opportunities.
2. Advance educator leadership at all levels—local, state, and national—to ensure that all students have access to high quality instruction.
3. Create opportunities for the membership and other expert educators to revolutionize the teaching profession.
4. Build a dynamic national organization that is both mission-driven and sustainable.



The How

Those Outcomes above may be tactically expressed as Outputs. The following Outputs are meant as exemplars that typically are part of a Tactical Book. The staff will develop such a book in the next few months.

EXEMPLAR OUTPUTS FROM OUTCOME 1

LEVERAGE THE MEMBERSHIP'S TEACHING EXPERTISE TO ENSURE EXCEPTIONAL STUDENT LEARNING OPPORTUNITIES.

Connect and mobilize NNSTOY members and other expert educators through leadership development, mentoring, and learning opportunities.

- Courses
- Fellowships
- Leadership Development Leagues—regional professional learning pop-up sessions, for example
- Mentor academies to develop “master teachers”

Mobilize the power of our members and other expert educators to advocate in the areas of whole-student learning, leadership development, and opportunity equity for all students and educators.

- Conference
- Webinars, FB Lives
- Research projects/fellowships

Articulate and promote educator leadership in such a way that the education narrative is led by educators who are grounded in a deep understanding and knowledge of pedagogy and great teaching.

- Blogging (blogging webinars and blogging academies)
- Social media
- Research



The What

EXEMPLAR OUTPUTS FROM OUTCOME 2

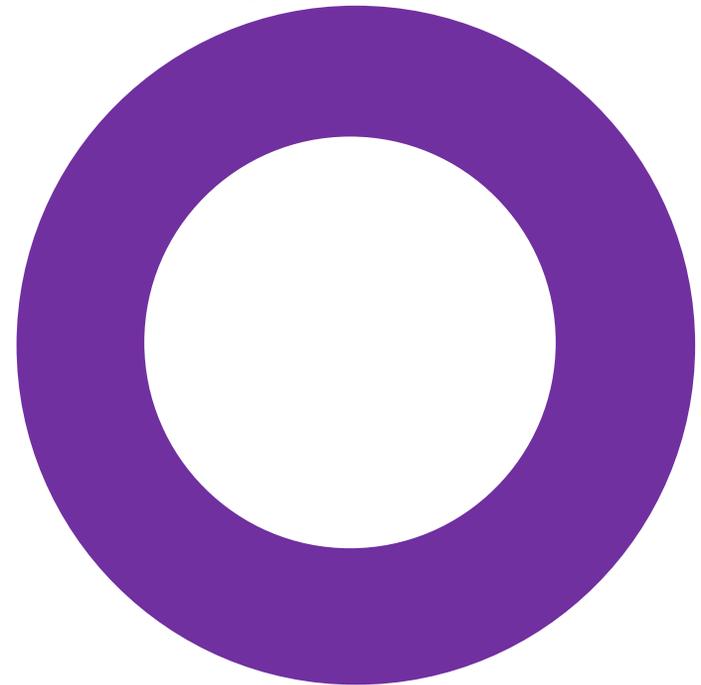
ADVANCE EDUCATOR LEADERSHIP AT ALL LEVELS—LOCAL, STATE, AND NATIONAL—TO ENSURE THAT ALL STUDENTS HAVE ACCESS TO HIGH QUALITY INSTRUCTION.

Develop state chapters to build cadres of STOYs and Finalists in states and help them create action agendas to support student learning and grow the professional practice of teaching in their states.

- New-chapter online resource bank
- Peer-to-peer chapter mentoring
- Hosting convenings (on-site and virtual) to connect and collaborate, sharing chapter best practices
- Collecting and archiving best practices in a networked resource bank
- Day-on-the-Hill
- State Chapter meetings
- State Chapter officer development

Connect groups of members based on areas of expertise and interest in order to collaborate, mentor, and develop leadership skills in impactful ways after their Year of Recognition.

- Sociotele database (demographics/interests/dynamics)
- Leadership Communities
- Leadership mentoring



The What

EXEMPLAR OUTPUTS FROM OUTCOME 3

CREATE OPPORTUNITIES FOR THE MEMBERSHIP AND OTHER EXPERT EDUCATORS TO REVOLUTIONIZE THE TEACHING PROFESSION.

Expand the power of the membership by providing tools and professional learning opportunities that grow teacher leadership beyond our own network.

- Courses to all educators
- Fellowships
- Research tools (existing and in-development)
- Mentor academies for master teachers, distributed leadership academies for master building leaders, for example

Lead and engage with other educator leadership organizations to advance teacher leadership and improve educational equity beyond our network.

- Partnerships
- Projects
- NNSTOY presence in the ed space

Connect expert educators so they may imagine and create tools to shape the future of education.

- Leadership Communities
- Chapter support work
- Regional events (on-site and online)



The What

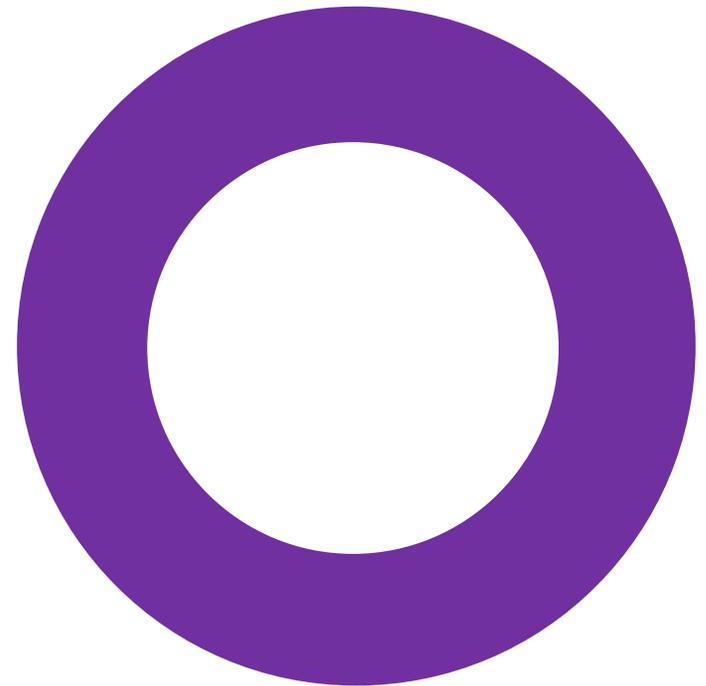
EXEMPLAR OUTPUTS FROM OUTCOME 4

BUILD A DYNAMIC NATIONAL ORGANIZATION THAT IS BOTH MISSION-DRIVEN AND SUSTAINABLE.

Secure core support for NNSTOY's functions.

- Focusing on leadership development
- Advancing educational equity
- Building the membership network
- Supporting members in advocating for and creating educational change
- Develop national and state partnerships.

Embed organizational fiscal structures that reflect management best practices, provide clear metrics, and express organizational health in clear terms.



The What

CONNECT, SUPPORT, MOBILIZE

Everything that NNSTOY does may be categorized into three action verbs: *connect, support, mobilize*. Those verbs capture the essence of how NNSTOY may effectively work with its members to achieve impact as defined within this document, and support a true value-add proposition within the education space.

OUTPUTS TO TACTICAL CROSS-WALK

Connect

1. Connect and mobilize NNSTOY members and other expert educators through leadership development, mentoring, and learning opportunities.
2. Connect groups of members based on areas of expertise and interest in order to collaborate, mentor, and develop leadership skills in impactful ways after their Year of Recognition.
3. Lead and engage with other educator leadership organizations to advance teacher leadership and improve educational equity beyond our network.
4. Connect expert educators so they may imagine and create tools to shape the future of education.
5. Develop national and state partnerships.

Support

1. Articulate and promote educator leadership in such a way that the education narrative is led by educators who are grounded in a deep understanding and knowledge of pedagogy and great teaching.
2. Expand the power of the membership by providing tools and professional learning opportunities that grow teacher leadership beyond our own network.
3. Secure core support for NNSTOY's functions.
4. Embed organizational fiscal structures that reflect management best practices, provide clear metrics, and express organizational health in clear terms.

Mobilize

1. Mobilize the power of our members and other expert educators to advocate in the areas of whole-student learning, leadership development, and opportunity equity for all students and educators.
2. Develop state chapters to build cadres of STOYs and Finalists in states and help them create action agendas to support student learning and grow the professional practice of teaching in their states.

LEADERSHIP COMMUNITIES

In order to provide the NNSTOY with organizational relevancy and to structure the membership in such a way as to be more easily mobilized, the membership shall self-identify into Leadership Communities (LCs).

LCs are groups of highly-driven professionals who connect and act in order to support collaboration, mentorship, and growth in areas of specific leadership expertise.

Outcomes of this structure include:

- developing leadership skills and expertise in our membership beyond the year of recognition
- creating more skilled leaders that can serve their individual communities
- establishing stewards of leadership for the teaching profession
- including other expert educators beyond STOYs

Potential LCs include, teaching community, writers community, presenters community, entrepreneurship/consulting community, research community, building leadership community, and coaching community.

Areas where the LCs fit into the organization's strategic plan are noted in the Output slides.

IMPACT STATEMENT

The National Network of State Teachers of the Year is the engine that connects, supports, and mobilizes educators so they can advocate for the issues and practices that provide all students with exceptional and equitable learning opportunities.