



**Strategic Plan
7/2022 - 7/2024**



INDSPRA's Core Purpose or Mission is:

INDSPRA, the Indiana Chapter of the National School Public Relations Association, supports education by empowering school leaders to advance the education industry through school communications.

INDSPRA's Vision is:

INDSPRA is a highly trusted professional association that supports school leaders.

The board of the Indiana School Public Relations Association (INDSPRA) represents the Indiana Chapter of the National School Public Relations Association (NSPRA). In June, 2019, the board of INDSPRA began the process to develop a Strategic Plan in an effort to establish a roadmap that will further the growth and development of INDSPRA.

In 2022, the INDSPRA board modified the following to be the core beliefs and values of the organization: dynamic, analytical, professional, trusted, collaborative, relevant, and creative.

About INDSPRA

Board of Directors:

Officers:

- President - Brooke Allen - Northwest - Crown Point Community School Corporation
- Vice President/President-Elect - Jen Todderud - Central - Lebanon Community School Corporation
- Secretary - Brad Meadows - Northeast - Anderson Community Schools
- Treasurer - Susan Haynes - Central - Mooresville Schools

Directors and Chairpersons:

- Website Director - Stacy Conrad - Central - Center Grove Schools
- Brand/Marketing Chairperson - Janet Mann - Central - Zionsville Community Schools
- Programming Chairperson (Past President) - Maria Bond - Central - Mt. Vernon Schools
- Membership Chairperson - Krista Polston - North Central - Warsaw Schools
- Awards Chairperson - Melissa Deavers-Lowie - Northwest - Portage Township
- Partnerships Chairperson - David Shank - Central - Shank Public Relations
- Superintendent Chairperson - Dr. Chad Briggs - South Central - Silver Creek Schools

Our target audiences:

- Current members
- Prospective members
- Superintendents
- School boards
- Other administrators (principals, district admins)

Regional Coordinators:

1. Erin Meyer - LaPorte Schools
2. Lucha Ramey, Penn-Harris-Madison
3. Krista Stockman, Ft. Wayne Schools
4. Jen Todderud, Lebanon Schools
5. Marnie Cooke, Noblesville Schools
6. Bridget Hazelbaker, Richmond Schools
7. Kevin Carr, Avon Schools
8. Wes Anderson, Southern Hancock
- 9.
10. Josh Burnett, Bartholomew Co. Schools

About School Public Relations and Marketing

“School public relations and marketing is a booming industry predicted for continual growth because marketers manage the most valuable asset of a school – its reputation.

Marketing and public relations proclaims the achievements of students and staff, directs perceptions about its capabilities, researches customers’ expectations, discovers market opportunities and builds links with external partners. With skillful management of the school’s reputation, the school has an asset that appreciates in value over time, unlike other assets that depreciate.

Research by the Centre for Marketing Schools (CMS) shows that schools from all sectors are preparing to spend more on marketing and include more people in the marketing process. As the competition for students, staff and resources becomes fiercer, the role of marketing is becoming a serious management function in schools.”

- Dr. Linda Vining, former Director and Founder for the Centre of Marketing Schools
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Fundamentals Used in Strategic Planning Development:

Research

The members’ voice was represented primarily through the data collected in a spring 2022 member survey for the SWOT analysis.

Planning

In planning the 2019 strategic plan, the comprehensive development process began with a discovery phase where the following were identified: common threads in the member survey, industry opportunities and threats, strategic issues for the chapter, and also the chapter’s target customers and the value of each.

Also in 2019, the INDSPRA board’s process then went through a strategy development for INDSPRA. In this phase the board drilled down into our core purpose, competitive advantage, identified the chapter’s core beliefs and values which were updated in 2022, and developed a vision.

The board completed a thorough analysis of strengths, weaknesses, opportunities and threats (SWOT) for INDSPRA that were updated in 2022, which led to developing several one-year specific goals under the long-term goals. These goals were developed using the smart, measurable, attainable, relevant, and timely (SMART) goal planning method.

Evaluation

Objectives must have a measurable outcome. The plan will be reviewed during monthly board meetings and annually with the membership.

Return value of a Strategic Plan:

- Increased enrollment
 - Contented members with valued perception of INDSPRA
 - Greater member participation in program offerings
 - Member participation in the strategic plan's goals
 - Improved support for members
 - Beneficial relationships with outside organizations
 - Improve INDSPRA's statewide voice, ultimately resulting in school funding & public education support
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Discovery Phase & Analysis

Common Threads & Themes:

The membership survey from 2022 was used to identify common threads and themes from members' feedback throughout the state:

- Membership reflects an even mix of years of experience in school PR.
- In most districts, one person is in charge of school communication OR multiple people are splitting the duties. Only 26% have more than two people dedicated solely to communications work. Nearly 20% of districts have added the school PR position to their team in the last four years.
- 87% of members report to their superintendent and are considered part of the cabinet.
- The salary range is above \$50,000 for 87.5% of members. It is above \$70,000 for 70%. It is above \$90,000 for 33%. The \$90,000+ may be skewed by respondents who are also superintendents.
- Districts are an even split between rural, suburban, and urban. The student population of districts varies with some having fewer than 1,000 students and some having more than 10,000. Districts are experiencing an even mix of declining, steady, or increasing enrollment trends.
- Members indicated their major issues are staff recruitment, student enrollment, DEI topics, and staff morale.
- Nearly 60% of members are not members of the national organization.
- Members overwhelmingly reported that the best part of being in INDSPRA are the personal

connections and support network between colleagues.

- Members indicated they most want to learn more about improving media relations, creating a crisis plan, accessing inexpensive marketing, improving

social media use and policies, developing community relationships, building communications plans, using technology tools, and reaching unengaged community members.

Industry Opportunities and Threats:

- The membership trend for INDSPRA is increasing, both at our state and the national level
- School public relations professionals are coming from a variety of fields: journalism, marketing, vendors, and the media.

- Geographical look at our members revealed clusters that can be used for regional development.

Strategic Issues:

- Maintaining membership growth
- Remaining relevant and current
- Membership retention and competitive threats
- Cooperative opportunities to partner with various organizations such as PRSA; CIESC; IDOE, technology groups, etc.)
- How does INDSPRA develop endorsements from other organizations that could further our mission and grow the organization?

- Professional development for those wanting to obtain their APR and consider working with PRSA
- Working intentionally on building our resources (working smarter with what we have)
- Innovate communication methods to serve our members
- Build membership list on our website
- Review how INDSPRA provides immediate access; provide a team of resources during crisis

Competitive Advantages:

- Sole Indiana school public relations association providing specialized/expertise with resources
- Networking opportunities

- Training opportunities
- Crisis support

SWOT Analysis

The Executive Board completed a SWOT Analysis in 2022 which was used to develop specific goals and strategies.

STRENGTHS

- Membership has grown and is a good balance of both experienced and new PR professionals
- School districts are seeing the importance of a PR person/team
- Regional meetings are providing connections and support at local level
- Wellness Wednesdays continue to be used by members to connect/reflect and feel supported
- Board has been expanded to meet needs of the growing organization
- Newsletters, website redesign, logo, social media all reflect an increased level of professionalism
- Diversity among school districts by size and different types of needs
- Board leadership and members are from different parts of the state.

WEAKNESSES

- We need to market ourselves better and not rely on others to highlight our membership benefits
- Unclear where members can find resources on the website and where they go
- Lack of relationships with other SPRAs
- Membership is still mostly centralized and we need to reach out across the state
- Lack of connection with members who are part of very large districts

OPPORTUNITIES

- Membership recognition and mentor programs
- Marketing INDSPPRA
- Pursuing intentional partnerships
- Providing more superintendent focused programs and resources
- Deliver professional development based on the specific requests of members and their unique district needs
- Strengthen support of regional coordinators and the relationships they cultivate

THREATS

- Staying relevant to all members, no matter their location, role, or district size
- Viewed as only media/publicity and not as strategic subject matter experts
- Political climate surrounding public education
- Internal stress as we continue to grow as an organization
- Other organizations or consultants offering similar services

Strategic Goals & Strategies

GOAL 1: Position INDSPRA and its members as experts regarding effective and strategic school communications and public relations.

Strategy 1.1 Increase INDSPRA's visibility among key publics who want information and professional development about best practices for school public relations.

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 1.1.1 Use digital marketing tools such as social media and email marketing to increase reach beyond existing membership	2022-2024	Social media interactions and email list	Jen, Janet
Tactic 1.1.2 Consider the use of strategic print marketing to advertise programs, professional development and membership benefits	2023	Return on investment of print marketing pieces in comparison to new members/registrants.	Janet
Tactic 1.1.3 INDSPRA members present at conferences and workshops of school leadership professionals (PRSA, IAPSS, IASBO, etc.)	2022-2024	Number of presentations. Communicate opportunities to present with members.	David & Donna

Strategy 1.2 Expand or develop strategic partnerships with other school professionals organizations, other PR agencies/professionals, and PR educational programs/institutions

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 1.2.1 Identify and create a list of potential partnership organizations and determine which provide greatest reach/return for INDSPRA	2022	List	David, Chad
Tactic 1.2.2 Schedule and attend meetings with partner organizations to determine strategic and collaborative possibilities	2023	Number of meetings	David, Chad
Tactic 1.2.3 Begin collaborating with partner organizations to deliver services and professional development	2024	TBD	David, Chad

GOAL 2: Provide INDSPRA members with a robust support network, quality professional development, and effective resources for professional growth.

Strategy 2.1 Provide multiple opportunities for members to connect and network with colleagues based on shared interests or needs.

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 2.1.1 Continue Wellness Wednesday via Zoom on the second and fourth Wednesday of each month.	2022-2024	Two Wellness Wednesdays each month. Members report it is valuable in annual survey	Donna & Brooke
Tactic 2.1.2 Reestablish the role of regional directors, providing support for region-level networking ideas and opportunities	2022	Number of regional meetings, annual membership survey. Provide a checklist of expectations for leaders.	Jen
Tactic 2.1.3 Establish an onboarding process for new members	2022	Develop onboarding checklist and/or tracker with outlined responsibilities	Krista P.
Tactic 2.1.4 Establish a mentor program for members who are new to school PR	2023	Develop program. 5 pairs of mentors/mentees participate before evaluating next steps.	Krista P, Donna.

Strategy 2.2 Maximize regularly scheduled professional development opportunities (in-person or virtual) to meet members' unique needs or interests

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 2.2.1 Begin planning professional development earlier to create a predictable, marketable cadence	By Sept each year	Create an annual visual listing all PD or networking opportunities, identifying if there is an additional cost	Maria
Tactic 2.2.2 Vary the type of professional development according to the size of districts' communications staff and topics requested by members	2022-2024	Plan webinars based on most recent membership survey and feedback from regional directors.	Maria (and board)

Strategy 2.3 Provide INDSPRA members with opportunities that can advance their careers and celebrate their accomplishments

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 2.3.1 Develop an awards submission and judging process	2022	Develop and implement an award program that recognizes the communications-related achievements of INDSPRA members and their school districts. Identify how companies can serve as sponsors for the program.	Melissa
Tactic 2.3.2 Develop a support/coaching system for members who wish to pursue an Accreditation in Public Relations (APR)	2023	Measure APR interest and achievement via member survey. Develop list of support opportunities for members.	Krista S.
Tactic 2.3.3 Publicly promote the achievements of members via newsletters, press releases, and outreach to school leadership	2022	Monthly e-newsletters, social media, etc. Set up system for members to easily share information with board.	Brad, Donna,

Strategy 2.4 Expand on-demand resources for members to problem-solve, learn new topics, and connect with other members

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 2.4.1 Continue adding resources, templates to members-only area of website	2022-2024	Add topic folders and collect from members. Add Wheel of PD. Consider creating a forum.	Stacy
Tactic 2.4.2 Use social media as a means to connect members for discussion and support	2022-2024	Create a social media plan that involves increased posting on all channels.	Janet and board

GOAL 3: Continue INDSPRA's financial stability and organizational longevity through careful planning and operations.

Strategy 3.1 Increase financial income through membership dues, conference and workshop fees, and paid sponsorships while maintaining a healthy account balance of at least \$10,000.

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 3.1.1 Increase number of members and participants at workshops/conferences	2022-2024	Number of participants (growth) and feedback from surveys	Donna
Tactic 3.1.2 Explore an increase in membership dues and/or cost of conferences and workshops	2023	Decision made in 2023	Susan
Tactic 3.1.3 Restructure paid sponsorship offerings to maximize potential income and attract new/more sponsors	2022	New sponsorship levels and document created	Brooke, Donna
Tactic 3.1.4 Develop a recruitment kit to facilitate marketing to new members and reviewing INDSPRA's benefits	2023	Establish list of marketing materials to include in recruitment kit, develop marketing materials in partnership with marketing committee	Krista P., Brad
Tactic 3.1.5 Explore the option of a bundled cost structure/package and publishing dates/information for PD and conferences a year in advance	2023	Decision made in 2023	Susan, Brad

Strategy 3.2 Increase capacity and efficiency of INDSPRA's executive board and director.

	<i>Timeline</i>	<i>Measurement/Target</i>	<i>Lead(s)</i>
Tactic 3.2.1 Begin using newly added chairpersons and their respective committees to achieve results outlined in strategic plan	2022-23	Targets of strategic plan achieved by committee leaders	Brooke
Tactic 3.2.2 Implement a CRM or member management tool to streamline billing, membership lists, and contact information	2022	Program chosen and membership data uploaded by end of 2022	Brooke, Donna, Susan