



**NAESP'S INTERMEDIATE GOALS, 2011 TO 2014**  
**APPROVED BY THE NAESP BOARD OF DIRECTORS, FEBRUARY 2011**

**LEADING VISION GOAL 2021**

**NAESP nurtures and supports all principals to demonstrate the vision, courage, and expertise to lead and advocate for effective learning communities in which all children reach their highest potential and in which equity for all children in public education is ensured.**

<b>Intermediate Goals 2008 to 2011</b>	<b>Intermediate Goals 2011 to 2014</b>	<b>Changes; Rationale</b>
<p><b>Voice of and for the Principal</b></p> <p><b>Intermediate Goal One:</b> NAESP will lead and vigorously promote excellence in the principalship and work with State Affiliates to educate and train members to be effective advocates for principals at the federal and state levels.</p>	<p><b>Voice of and for the Principal</b></p> <p><b>Intermediate Goal One:</b> NAESP will lead and vigorously promote excellence in the principalship and work with State Affiliates to mobilize members to be effective advocates for the principalship.</p>	<p><b>Modified</b></p> <p>The proposed changes suggest that “mobilize” rather than “educate and train” principals is more effective and acknowledges that state-based advocacy is best coordinated by the State Affiliates.</p>
<p><b>Principal Autonomy</b></p> <p><b>Intermediate Goal Two:</b> NAESP, working with State Affiliates and other education partners, will develop model legislation to enhance the principal’s authority, autonomy, and responsibility to lead schools.</p>	<p><b>Principal Autonomy</b></p> <p><b>Intermediate Goal Two:</b> NAESP, working with State Affiliates and other education partners, will inform, influence, and develop legislation to enhance the principal’s authority, autonomy, and responsibility to lead schools.</p>	<p><b>Modified</b></p> <p>The proposed changes recognize broader work in the area, which is ongoing.</p>
<p><b>Equity for All Children</b></p> <p><b>Intermediate Goal Three:</b> NAESP will develop and broker resources for members to work effectively at the local, state, and federal levels toward achieving equity in public education.</p>		<p><b>Merged</b></p> <p>The proposed change elevates the principle of equity to the Vision Goal level. See underlined text in the Leading Vision Goal above.</p>

**LEARNING VISION GOAL 2021**

NAESP develops and supports all principals by providing on-demand learning opportunities that ensure access to the knowledge, skills, networks, and tools necessary to equip students for the 21<sup>st</sup> century.

Intermediate Goals 2008 to 2011	Intermediate Goals 2011 to 2014	Changes; Rationale
<p><b>Leading Learning Communities</b></p> <p><b>Intermediate Goal Four:</b> NAESP’s <i>Leading Learning Communities</i> standards are recognized as the performance guideline for principal practice. Principals should know and be able to do:</p> <ul style="list-style-type: none"> <li>• Standard 1: Lead student and adult learning</li> <li>• Standard 2: Lead diverse communities</li> <li>• Standard 3: Lead 21<sup>st</sup> century learning</li> <li>• Standard 4: Lead continuous improvement</li> </ul>	<p><b>Professional Standards and Guidelines for Principals</b></p> <p><b>Intermediate Goal Three:</b> NAESP’s <i>Leading Learning Communities</i> professional standards series focusing on <i>What Principals Should Know and Be Able to Do</i> are developed and updated regularly based on relevant research and practice. NAESP’s standards are widely promoted and distributed as performance guidelines for enhancing the preparation and practice of principals and to influence policies in ways that are favorable to principals, schools, and students at all levels.</p>	<p><b>Modified</b></p> <p>The proposed title change reflects a broader focus for NAESP’s work, while advancing the standards established by <i>Leading Learning Communities</i>. The language change reflects three modifications:</p> <ul style="list-style-type: none"> <li>• Its more general language accommodates the series of standards volumes;</li> <li>• It addresses the need for their regular, research-based review and updating; and</li> <li>• It stresses the importance of their wide distribution as a framework for principal practice.</li> </ul> <p>In addition, the modification addresses the value of the standards in principal preparation, thus eliminating the need for <b>Intermediate Goal Five, Principal Preparation</b>.</p>
<p><b>On-Demand Professional Development</b></p> <p><b>Intermediate Goal Six:</b> NAESP, working with State Affiliates and members, will become the leading hub for on-demand and online professional development for principals and other education</p>	<p><b>Professional Development Resources</b></p> <p><b>Intermediate Goal Four:</b> NAESP, working with State Affiliates and members, will become a preferred source for on-demand, online, and print-based professional development resources and services opportunities designed to enhance best practices for principals.</p>	<p><b>Modified</b></p> <p>The title change reflects a more actionable focus for the Association’s work and further emphasizes the need to develop various PD resources. The language change incorporates insight the Association received from its 2010 market research about the universal value of best-practice resources to members.</p>

**COMMUNITIES VISION GOAL 2021**

**NAESP develops and sustains local, state, national, and global networks that create powerful relationships for effective leadership and learning.**

Intermediate Goals 2008 to 2011	Intermediate Goals 2011 to 2014	Changes; Rationale
<p><b>Principal Networks</b></p> <p><b>Intermediate Goal Seven:</b> NAESP creates networks of principals organized around similar knowledge, interests, experiences, and challenges (e.g. middle level, minority, rural, and urban principals).</p>	<p><b>Principal Networks</b></p> <p><b>Intermediate Goal Five:</b> NAESP creates and promotes face-to-face and virtual networks of and for principals, organized around similar knowledge, interests, challenges, best practices, and issues.</p>	<p><b>Modified</b></p> <p>The proposed changes specify the kinds of networks NAESP develops, highlights the central role of the principal in network development, and adds best practices and issues as factors that prompt networking.</p>
<p><b>State Affiliates Collaboration</b></p> <p><b>Intermediate Goal Eight:</b> NAESP will collaborate with and among State Affiliates to increase membership, expand services, and advance the profession.</p>	<p><b>Collaboration</b></p> <p><b>Intermediate Goal Six:</b> NAESP will collaborate with and among State Affiliates and other organizations to develop volunteer leadership and to increase membership, expand services, and advance the profession.</p>	<p><b>Modified</b></p> <p>The proposed change expands the scope of NAESP’s collaborative partnerships while continuing to focus on strengthening its critically important partnerships with the State Affiliates.</p>
<p><b>National and International Alliances</b></p> <p><b>Intermediate Goal Nine:</b> NAESP will develop and sustain national and international alliances to advance learning for principals and students.</p>		<p><b>Modified and Moved</b></p> <p>This goal was modified and moved to the Organizational Transformation Vision Goal. See Intermediate Goal Seven on the following page.</p>
<p><b>Local Learning Partnerships</b></p> <p><b>Intermediate Goal Ten:</b> NAESP will support principals in forming school- and community-level partnerships to develop the whole child.</p>		<p><b>Re-evaluated</b></p> <p>This Intermediate Goal was re-evaluated in terms of the resources required for implementation. Given scarce resources, NAESP is focusing its efforts nationally; however, the Association remains committed to whole-child development, which is a focus of the NAESP Foundation.</p>

**ORGANIZATIONAL VISION GOAL 2021**

NAESP develops dynamic leaders, efficient systems, and creative resources that build capacity for long-term sustainability and for adaptability to the “new normal” for nonprofit, membership-based organizations in a rapidly changing world.

Intermediate Goals 2008 to 2011	Intermediate Goals 2011 to 2014	Changes; Rationale
<p>The original Organizational Vision Goal did not include an Intermediate Goal on Alliances.</p>	<p><b>Alliances</b></p> <p><b>Intermediate Goal Seven:</b> NAESP will develop and sustain alliances to leverage and amplify the resources of the Association to serve members and strengthen the profession, while protecting and preserving the autonomy and identity of the Association.</p>	<p><b>Expanded and Moved</b></p> <p>This Intermediate Goal (moved from the Communities Vision Goal) was expanded to bolster a variety of strategic alliances that are increasingly valuable to the Association, especially in light of the growing importance of viewing alliances as opportunities to leverage NAESP’s existing resources.</p> <p>In addition, proposed changes aim to strengthen NAESP’s autonomy as it engages in new and different alliances with a variety of organizations.</p>
<p><b>Organizational Leadership Development</b></p> <p><b>Intermediate Goal Eleven:</b> NAESP will recruit and retain high-quality staff leaders with expertise in both principal leadership and association management.</p> <p><b>Intermediate Goal Twelve:</b> NAESP will examine its governance structures and identify and cultivate high-quality principals to serve in leadership positions.</p>	<p><b>Organizational Development</b></p> <p><b>Intermediate Goal Eight:</b> NAESP will design and implement an integrated approach to human capital management to provide insight and data to drive intelligent decision making and build the capacity of staff and volunteer leaders to enhance organizational performance.</p>	<p><b>Expanded</b></p> <p>NAESP has achieved much of this Intermediate Goal. The proposed changes address the importance of developing the capacity of staff to operate at higher levels and of working to bolster volunteer leadership.</p> <p><b>Achieved</b></p> <p>NAESP has achieved much of this Intermediate Goal.</p>

<p><b>NAESP Foundation Expanded Vision</b></p> <p><b>Intermediate Goal Thirteen:</b> NAESP will develop a powerful NAESP Foundation toward creating an endowment for the future of the Association.</p>	<p><b>NAESP Foundation</b></p> <p><b>Intermediate Goal Nine:</b> NAESP Foundation will create an endowment to help strengthen the future of the Association.</p>	<p><b>Modified</b></p> <p>The proposed changes acknowledge the vigor and value of the NAESP’s Foundation and provide some additional focus for its partnership with the Association.</p>
<p><b>Member Benefits and Services</b></p> <p><b>Intermediate Goal Fourteen:</b> NAESP will determine the feasibility of and be prepared to move forward with a differentiated dues structure.</p> <p><b>Intermediate Goal Fifteen:</b> NAESP will develop a more dynamic Web site that facilitates communication and collaborative practice among principals.</p> <p><b>Intermediate Goal Sixteen:</b> NAESP will upgrade and maintain financial systems and processes that ensure fiduciary accountability in service to members.</p> <p><b>Intermediate Goal Seventeen:</b> NAESP will maximize new technology infrastructures to drive organizational performance and member services.</p>		<p><b>Re-evaluated</b></p> <p>This Intermediate Goal, which would require significantly restructured dues and membership agreements with State Affiliates, was re-evaluated in the context of a dramatically changed economy, and deemed by Association senior staff as unrealistic at this time.</p> <p><b>Achieved</b> NAESP has achieved much of this goal, which is operationally ongoing. Further, the outcomes of this Intermediate Goal are inferred in Principal Networks under the Communities Vision Goal.</p> <p><b>Achieved</b> NAESP has achieved much of this goal, which is ongoing operationally.</p> <p><b>Achieved</b> NAESP has achieved much of this goal, which is ongoing operationally. Further, the outcomes are inferred in Organizational Development under the Organization Vision Goal.</p>