



National Association of Agricultural Educators Strategic Plan

The NAAE Mission Statement

"Professionals providing agricultural education for the global community through visionary leadership, advocacy and service."

Strategy	Action	Responsible Committee	Indicators	Ways & Means
1.A-Develop a set of messages that explain how the three component agricultural education model contributes to college and career readiness including academic achievement and 21 st Century Skills.	1.A.1-Develop a set of messages that explain the ways in which the agricultural education model enhances all core academic content and provides both leadership development and real world experiences through experiential learning.	Marketing	<ul style="list-style-type: none"> • Messages developed. • Appropriate message vehicles developed. • Messages disseminated 	<ul style="list-style-type: none"> • Marketing Committee develop data-driven messages with input from board and staff. • Marketing Committee and board approve messages. • Disseminate messages (CoP, flyers, papers, presentations, and so forth).
	1.A.1.a -Develop a set of messages related to the contributions of agricultural education in student success in STEM academic areas and achieving Common Core State Standards.	Marketing	<ul style="list-style-type: none"> • Messages developed. • Appropriate message vehicles developed. • Messages disseminated 	<ul style="list-style-type: none"> • Marketing Committee develop data-driven messages with input from board and staff. • Marketing Committee and board approve messages. • Disseminate messages (CoP, flyers, papers, presentations, and so forth).
	1.A.1.b - Develop a set of messages related to the link between agricultural education and career opportunities.	Marketing	<ul style="list-style-type: none"> • Messages developed. • Appropriate message vehicles developed. • Messages disseminated 	<ul style="list-style-type: none"> • Marketing Committee develop data-driven messages with input from board and staff. • Marketing Committee and board approve messages. • Disseminate messages (CoP, flyers, papers, presentations, and so forth).
	1.A.1.c - Develop as set of messages related to the potential for students to earn college credit while enrolled in high school agriculture courses.	Marketing	<ul style="list-style-type: none"> • Messages developed. • Appropriate message vehicles developed. • Messages disseminated 	<ul style="list-style-type: none"> • Marketing Committee develop data-driven messages with input from board and staff. • Marketing Committee and board approve messages. • Disseminate messages (CoP, flyers, papers, presentations, and so forth).

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1.B-Increase member capabilities to engage in advocacy on behalf of agricultural education	1.B.1 – Educate members to understand advocacy, not limited to the political process, and their role as an advocate at all levels including community, state and national.	Professional Growth	<ul style="list-style-type: none"> • Educational opportunities provided through professional development. 	<ul style="list-style-type: none"> • Professional Growth Committee develop advocacy materials and workshops. • Identify state advocacy leaders. • Maintain advocacy link on NAAE website. • Policy statements based on facts. • NPS
	1.B.2-Expand the involvement of state leaders at the National Policy Seminar.	Public Policy	<ul style="list-style-type: none"> • 60% of states participate in the Ag Ed Strand at National Policy Seminar. 	<ul style="list-style-type: none"> • NAAE pay conference registration fee for one leader per state. • Encourage continued or repeat attendees. • Follow-up survey for feedback. • Market at NAAE convention.
	1.B.3 - Provide advocacy professional development for members and state leaders.	Professional Growth	<ul style="list-style-type: none"> • Advocacy professional development provided to state leaders from 10 states. • Five state leaders provided professional development in their respective states and/or region. 	<ul style="list-style-type: none"> • Offer advocacy workshops at state and regional conferences. • Train one leader from each state to deliver workshops at home.
	1.B.4 - Provide advocacy tools and resources for members to use at the local, state, regional and national levels.	Public Policy	<ul style="list-style-type: none"> • Effective advocacy tools identified. • Effective tools developed. • Effective tools disseminated. 	<ul style="list-style-type: none"> • Public Policy Committee determine advocacy tools needed. • Maintain advocacy toolbox link on NAAE website.
2.A- Develop resources to help stakeholders expand existing or start new agricultural education programs in their community.	2.A.1- Identify resources and challenges for delivery of the agricultural education model.	Member Services	<ul style="list-style-type: none"> • Resources and challenges identified. 	<ul style="list-style-type: none"> • Member Services Committee compile basic needs for a program (facilities, curriculum, student organization involvement, importance of SAE, NQPS). • Develop printable materials to share at local and state level. • Provide training at national and regional summer conferences.
	2.A.1.a - Partner with the National FFA Organization to build upon existing resources.	Marketing	<ul style="list-style-type: none"> • Partnership formed and strengthened with National FFA Organization. 	<ul style="list-style-type: none"> • Member Services Committee partnership formed with National FFA. • Increased revenue from National FFA Foundation. • Utilize NAAE reps on FFA board.

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	2.A.1.b – Use National Quality Program Standards (NQPS) to design and improve programs.	Professional Growth	<ul style="list-style-type: none"> Encouraged use of NQPS through promotion and professional development. 	<ul style="list-style-type: none"> Professional Growth Committee develop promotion plan for NQPS. Offer NQPS professional development workshops.
2.B-Increase teacher recruitment efforts to meet the demand for new and expanding programs	2.B.1-Increase recruitment efforts to reach traditional, non-traditional and diverse audiences to enter the profession.	Member Services	<ul style="list-style-type: none"> Identified ways to reach listed audiences. Appropriate recruitment tools developed and implemented. 	<ul style="list-style-type: none"> Members Services Committee identify ways to reach audiences. Expand the National Teach Ag Campaign. Encourage state level recruitment programs. Provide more printable materials to give at career shows, trade shows, and to new college students.
	2.B.2-Support and expand the National Teach Ag Campaign	Finance	<ul style="list-style-type: none"> Increased funding by 10% for the campaign. 	<ul style="list-style-type: none"> Acquire more funding through National FFA Foundation. Expand teacher recruitment efforts, working with other agriculture organizations.
	2.B.3- Encourage certified agriculture teachers to enter the classroom.	Marketing	<ul style="list-style-type: none"> Developed or expanded initiatives to encourage agriculture teachers to enter the classroom. 	<ul style="list-style-type: none"> Marketing Committee develop or expand initiatives to encourage agriculture teachers to enter the classroom. Marketing Committee develop or expand initiatives to increase student teacher retention rates. Marketing Committee work more closely with teacher educators.
2.C – Increase agriculture teacher retention efforts	2.C.1 – Provide professional development opportunities related to retention efforts.	Professional Growth	<ul style="list-style-type: none"> Opportunities provided on the state and national levels. 	<ul style="list-style-type: none"> Professional Growth Committee determine professional development needs to increase teacher retention. Continue and expand teacher retention programs, such as Teachers turn the Key, XLR8, NATAA, and CASE. Develop retention workshops for use at the state and national levels. NAAE offer training at national convention.

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	2.C.2 – Create mentoring training tools and resources to assist states in developing mentoring programs.	Professional Growth	<ul style="list-style-type: none"> • Identified appropriate mentoring tools and resources. • Developed mentoring tools and resources. • Promoted tools and resources to state leaders. 	<ul style="list-style-type: none"> • Professional Growth Committee identify appropriate mentoring tools and resources. • Develop and promote mentoring tools and resources. • Continue and expand Teacher Mentor awards program.
	2.C.3 – Provide professional development to help states use mentoring tools to implement or improve mentoring programs.	Professional Growth	<ul style="list-style-type: none"> • Made available professional development on the national, regional, and state level. 	<ul style="list-style-type: none"> • Professional Growth Committee encourage states to use mentoring tools. • NAAE board and staff provide assistance as requested. • Train state leaders on mentoring tools.
3.A-Market the tangible and intangible benefits of NAAE membership	3.A.1- Create a marketing plan to highlight membership benefits to all current and potential members.	Marketing	<ul style="list-style-type: none"> • Marketing plan created. • Marketing plan utilized. 	<ul style="list-style-type: none"> • Marketing Committee create a marketing plan. • Marketing Committee encourage use of the marketing plan.
3.B- Collect accurate and timely membership information and dues.	3.B.1-Create a variety of methods for collecting membership information and dues.	Member Services	<ul style="list-style-type: none"> • Enhanced current membership information and dues collection methods. 	<ul style="list-style-type: none"> • Member Services Committee enhance current membership information and dues collection methods. • NAAE staff support state leaders in collecting and reporting membership information and dues. • Member Services Committee encourage professionalism and consistency in dues remitters.
3.C-Enhance web-based member benefits and services	3.C.1- Develop web-based tools that make membership benefits more evident and accessible.	Member Services	<ul style="list-style-type: none"> • Web-based tools developed. 	<ul style="list-style-type: none"> • NAAE staff lead efforts to develop web-based tools. • Members can pay membership online via website. • Membership benefits easily accessible on website. • Printable membership cards on website.

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3.D-Increase the family-friendly member services (e.g., child-care and family-oriented activities) provided at regional and national conferences	3.D.1- Determine members' needs for family-friendly services at regional and national events.	Member Services	<ul style="list-style-type: none"> Identified needs for family-friendly services at regional and national events. 	<ul style="list-style-type: none"> Member Services Committee identify needs for family-friendly services at regional and national events. Offer services at regional and national events.
4.A-Identify needs of current and potential NAAE members.	4.A.1- Assess why some agricultural educators are NAAE members and some are not.	Strategic Planning	<ul style="list-style-type: none"> Assessment developed. Assessment completed. 	<ul style="list-style-type: none"> Strategic Planning Committee develop an assessment of current and potential NAAE members' needs. Administer survey at state summer conferences to NAAE members and non-members.
	4.A.2 – Revise membership benefits according to what we learned in the assessment.	Member Services	<ul style="list-style-type: none"> Membership benefits revised according to findings. 	<ul style="list-style-type: none"> Member Services Committee revisit membership benefits according to findings of member/non-member survey.
4.B-Identify ways NAAE can help states increase membership	4.B.1-Identify barriers and best practices of state association membership	Strategic Planning	<ul style="list-style-type: none"> Barriers and best practices identified. 	<ul style="list-style-type: none"> Strategic Planning Committee identify barriers and best practices of state association membership. Assessment tool to compile best practices to help states.
	4.B.2. – Disseminate information about barriers and best practices.	Marketing	<ul style="list-style-type: none"> Disseminated information to state leaders. 	<ul style="list-style-type: none"> Marketing Committee disseminate information to state leaders. Continue to provide resources to help states address membership. NAAE board coordinates regional VP monthly reports.
4.C-Expand and enhance professional development programs	4.C.1- Develop new professional development programs in emerging areas such as STEM	Professional Growth	<ul style="list-style-type: none"> Expanded initiatives in emerging areas. 	<ul style="list-style-type: none"> Professional Growth Committee expand professional development initiatives in emerging areas.
	4.C.2-Explore development of sequential professional development opportunities to meet state and federal continuing education regulations.	Professional Growth	<ul style="list-style-type: none"> Sequential professional development opportunities created. 	<ul style="list-style-type: none"> Professional Growth Committee develop sequential professional development opportunities. Determine federal and state regulations and needs of membership.

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5.A-Collaborate with agricultural education organizations.	5.A.1-Collaborate with AAAE.	Strategic Planning Professional Growth Marketing	<ul style="list-style-type: none"> • Identified ways to encourage/support more research in areas such as: <ul style="list-style-type: none"> -The impact of agricultural education on student achievement -The post-graduation careers of agricultural education students -National trends in education • Encouraged development and dissemination of practical summaries of agricultural education research • Supported research by classroom teachers in collaboration with university faculty on critical issues. • Promoted NAAE student membership and benefits within the teacher preparation cohort. • Promoted agricultural education on college campuses that feed agricultural education majors to teacher preparation programs • Created initiatives to meet professional needs of teacher educators. 	<ul style="list-style-type: none"> • Strategic Planning and Professional Growth Committees identify ways to collaborate with AAAE on pertinent research areas. • Strategic Planning and Professional Growth Committees identify ways to get state associations more involved in promoting NAAE membership with universities. • NAAE board/members meet with AAAE board/members at national meetings. • Continue and expand NAAE scholarships to pre-service ag ed students.
	5.B.1-Collaborate with ACTE	Public Policy Marketing	<ul style="list-style-type: none"> • Strengthened national advocacy efforts for CTE including agricultural education. • Increased involvement in National Policy Seminar • Promoted the value of ACTE membership 	<ul style="list-style-type: none"> • Public Policy and Marketing Committees identify ways to collaborate with ACTE. • Continue and expand ag ed involvement in National Policy Seminar • Link ACTE membership benefits to NAAE. • CTE joint advocacy projects.

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	5.C.-Collaborate with NASAE	Strategic Planning	<ul style="list-style-type: none"> • Work with state leaders to identify ways to strengthen ag ed programs within their states 	<ul style="list-style-type: none"> • Strategic Planning Committee identify ways to collaborate with NASAE. • Develop tools to identify what states need to strengthen programs.
	5.D-Collaborate with The National Council for Agricultural Education	Strategic Planning Public Policy	<ul style="list-style-type: none"> • Continued to expand National Teach Ag campaign • Continued to grow CASE • Collaborated on National Summit for Agricultural Education • Identified emerging national education and public policy issues 	<ul style="list-style-type: none"> • Strategic Planning and Public Policy Committees identify ways to collaborate with The Council. • Continue and expand NAAE increased role/visibility in National Summit for Ag Ed. • Develop semi-annual list of emerging education and public policy issues. • Continue and expand management and facilitation of Council initiatives, such as the National Teach Ag Campaign and CASE.
	5.E-Collaborate with National FFA Alumni Association	Professional Growth/ Member Services	<ul style="list-style-type: none"> • Work with National FFA Alumni Association on initiatives such as, but not limited to: <ul style="list-style-type: none"> -Advocacy -Role of local alumni affiliate in agricultural education programs • Possibility of joint regional and national meetings 	<ul style="list-style-type: none"> • Professional Growth and Member Services Committees identify ways to collaborate with the National FFA Alumni Association. • NAAE sponsored advocacy workshops at alumni conferences. • NAAE promote benefits of local alumni affiliates. • Consider joint NAAE and alumni conferences. • NAAE board meet with national FFA alumni board to plan for regional conferences and other initiatives.
	5.F-Collaborate with National FFA Foundation	Finance	<ul style="list-style-type: none"> • Worked with National FFA Foundation on initiatives such as, but not limited to: <ul style="list-style-type: none"> -Support for special projects -Promoting individual contributions to National FFA Foundation -Collaborating to identify potential sponsors 	<ul style="list-style-type: none"> • Finance Committee identify ways to collaborate with the National FFA Foundation. • NAAE collaborate with the FFA Foundation to secure sponsorships for special programs. • Promote individual contributions to Foundation.

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	5.G-Collaborate with student agricultural education organizations	Member Services/ Professional Growth	<ul style="list-style-type: none"> • Worked with national agricultural education student organizations on initiatives such as, but not limited to: <ul style="list-style-type: none"> -growing professional relationships through ATA conclave, PAS conference, MANRRS conference, national FFA convention, and other events -expansion of Teachers' World at the national FFA convention 	<ul style="list-style-type: none"> • Member Services and Professional Growth Committees identify ways to collaborate with the student organizations. • Continue and expand NAAE presence at National Ag Ed student organization activities.
	5.H-Collaborate with National Farm & Ranch Business Management Education Association (NFRBMEA)	Member Services/ Professional Growth	<ul style="list-style-type: none"> • Worked with NFRBMEA on common organizational initiatives • Created a needs assessment tool that will identify farm business management member needs 	<ul style="list-style-type: none"> • Member Services and Professional Growth Committees identify ways to collaborate with NFRBMEA. • Develop a NAAE presence within NFRBMEA.
6.A – Ensure a quality supply of future leaders for the agricultural education profession	6.A.1 – Identify and develop potential leaders from NAAE membership.	Board Professional Growth	<ul style="list-style-type: none"> • Initiatives were developed. 	<ul style="list-style-type: none"> • NAAE board and Professional Growth Committee identify initiatives to develop leaders.
	6.A.2-Evaluate the skills, knowledge, experiences needed for an effectively functioning Board	Professional Growth	<ul style="list-style-type: none"> • Identified effective skills, knowledge, and experiences needed. 	<ul style="list-style-type: none"> • Professional Growth Committee Identify effective skills, knowledge, and experiences needed for NAAE leadership positions.
6.B- Increase diversity of Board membership to reflect the diversity of the membership and interests	6.B.1-Work with state affiliates and regions to communicate the importance of diversity and building the next generation of leaders for NAAE	Marketing	<ul style="list-style-type: none"> • Communicated the importance of diversity. 	<ul style="list-style-type: none"> • Marketing Committee develop key messages and communicate the importance of diversity.

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	6.B.2-Evaluate the by-laws to assess their adequacy in assuring election of a diverse Board	Policy & Bylaws	<ul style="list-style-type: none"> Evaluated the by-laws and revised as needed. 	<ul style="list-style-type: none"> Policy and Bylaws Committee and board evaluate the by-laws and revise as needed.
	6.B.3-Evaluate the by-laws to assess the need to revise the makeup of the Board to ensure diversity in needed skills, knowledge and experiences	Policy & Bylaws	<ul style="list-style-type: none"> Evaluated the by-laws and revised as needed. 	<ul style="list-style-type: none"> Policy and Bylaws Committee and board evaluate the by-laws and revise as needed.
6.C-Ensure that Board members are fully trained to carry out their responsibilities	6.C.1-Develop a comprehensive training program for new and returning Board members in all aspects of Board leadership	Professional Growth	<ul style="list-style-type: none"> Board training developed and delivered. 	<ul style="list-style-type: none"> Professional Growth Committee develops (or reviews) board training and ensures that board training is delivered. NAAE executive director, or other experienced professionals, may conduct training for board members.
6.D-Ensure effectiveness of staff to accomplish organizational goals	6.D.1 – Conduct annual staff evaluations to include professional development plans	Executive Director & NAAE Board of Directors	<ul style="list-style-type: none"> Annual staff evaluations conducted and professional development plans created. 	<ul style="list-style-type: none"> NAAE board evaluates executive director annually. NAAE executive director evaluates NAAE staff annually.
	6.D.2 – Provide professional development opportunities to staff as needed	Executive Director & NAAE Board of Directors	<ul style="list-style-type: none"> Professional development opportunities provided to staff. 	<ul style="list-style-type: none"> Executive director ensures that staff have access to appropriate professional development opportunities to ensure staff are well-prepared to do their jobs effectively and efficiently. NAAE board ensures that executive director has access to appropriate professional development opportunities to ensure he/she is well-prepared to do his/her job effectively and efficiently.

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6.E-Enhance collaboration between state affiliates and NAAE to advance organizational goals	6.E.1 – Work to improve timely and accurate submission of information and payments to NAAE.	Member Services	<ul style="list-style-type: none"> Timely and accurate information and payments submitted to NAAE. 	<ul style="list-style-type: none"> Member Services Committee explore ways to ensure that timely and accurate information and dues payments are submitted to NAAE. New NAAE website allows on-line payment options.
	6.E.2 – Provide training and resources for state association leadership	Professional Growth	<ul style="list-style-type: none"> Training and resources provided to state leadership. 	<ul style="list-style-type: none"> Professional Growth Committee ensures that training and resources are provided to state leadership. State leadership training is provided in multiple settings (face-to-face meetings and web-based).
6.F-Evaluate the usefulness/functionality of the leadership handbook	6.F.1-Conduct a review of subsections of the leadership handbook appropriate to respective audiences	Policy & Bylaws	<ul style="list-style-type: none"> Reviewed leadership handbook for usefulness and functionality. 	<ul style="list-style-type: none"> Policy and Bylaws Committee review leadership handbook for usefulness and functionality. NAAE board and staff review leadership handbook on annual basis. Handbook revised based on feedback from committee members, board members, and staff.
6.G-Enhance functioning of committees to facilitate effectiveness of Board	6.G.1- Create a consistent committee process that will ensure continuity and institutional memory	Policy & Bylaws	<ul style="list-style-type: none"> Committee process ensures continuity and institutional memory. 	<ul style="list-style-type: none"> Policy and Bylaws Committee reviews and ensures committee process provides for efficient and effective committee functionality. Committee leadership has continuity and institutional memory.
	6.G.2- Each committee will collaborate annually with the Board to determine its charge	All committees	<ul style="list-style-type: none"> Board and committee collaborate annually. 	<ul style="list-style-type: none"> Board and all committees collaborate annually. Committees complete self-evaluation.
6.H-Ensure long-term financial planning in support of organizational goals	6.H.1-Evaluate financial resources essential for implementation of organizational goals	Finance	<ul style="list-style-type: none"> Financial resources evaluated. 	<ul style="list-style-type: none"> Finance Committee evaluate financial resources including annual budget and financial compilations. Organization has an annual audit from a neutral independent auditing firm.

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	6.H.2-Assess availability of funds needed for new initiatives in relation to ongoing organizational commitments	Finance	<ul style="list-style-type: none"> • Availability of funds assessed. 	<ul style="list-style-type: none"> • Finance Committee evaluate availability of funds.
6.I-Assessment and renewal of the Strategic Plan	6.I.1-Assess the strategic plan annually and establish a time frame for the renewal of the plan three years from its adoption	All Committees	<ul style="list-style-type: none"> • Strategic plan assessed annually and renewed. 	<ul style="list-style-type: none"> • All committees, board, and staff assess the strategic plan annually and renew as needed.