



NEW YORK STATE SCHOOL COUNSELOR ASSOCIATION

STRATEGIC PLAN

2014 - 2018

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Introduction

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape what we are, what we will do, and why we do it. The purpose of planning is not to create a document that will sit on a shelf when it is done. The purpose is to examine the organization and determine what we are today and decide what we want to be tomorrow. The strategic plan functions as a broad road map defining the direction we want to move. From the strategic plan an annual work plan is developed describing specific actions that will be taken during the year to support and achieve the goals of the strategic plan.

In July 2014, the Board's Strategic Planning Committee reviewed the previous strategic plan and revised it to reflect current conditions. An annual work plan draft was developed based on the new strategic goals. The Board will review this draft for approval at the August 2014 Board meeting.

Step 1: Who We Are

As a chapter of the American School Counselor Association, there are formal and informal requirements placed on the Association with implications for organizational action:

1. NYSSCA's state charter authorizes us to operate as a state division of ASCA.
2. NYSSCA's by-laws are the rules by which the Association and Governing Board operate.
3. NYSSCA's current mission and vision statements:

Vision: *Every student in NYS will have access to a certified school counselor who is empowered with the knowledge, skills, connections, and resources to promote student success in the school, the home, the community, and the world.*

Mission: *To unite, represent, and support professional school counselors in New York State as they provide academic, social/emotional, and career services for their students.*

Step 2: Stakeholder Analysis

Stakeholders are any people, groups, or entities that can place a claim on the Association's resources or output or is affected by that output. The key to any association's success is the ability to address crucial stakeholders' needs. This is the stakeholder analysis that was carried out in 2004 during the development of our first strategic plan; much of it still holds true today:

Stakeholder	Their Stake	How do they judge association performance?	How do they influence the association?	How important?
Members	Professional Identity Professional Development	What they get from the Association Value received Reputation of Profession Useful information	Provide resources Economic support Direct feedback Advocating for association	Most important
Non-member counselors	Same as above	What they see and hear about the association: ➤ Conferences ➤ Publications ➤ Talk between colleagues	WE WANT THEM! Criticism Too many non-members draws legitimacy into question	Important, but often difficult to influence
Counselor Educators	They need our connections: SED ASCA We are influencing the profession for which they are training students	Influence with the State Education Dept. Quality of our products Number of members	Promote membership to students Improve our skills through their work	Important
Students/parents	Benefit from quality of and access to school counseling programs Advocacy Association provides for them	Probably don't know about us. Judge association by perception of school counselors they encounter	Should be focus of everything we do. Our work with the profession is ultimately to serve students.	After members, this group is the most important.
ASCA	Legitimacy of their Association Prospective Leaders Resources	Number of state residents in ASCA Performance of NYSSCA at ASCA events	Sets the tone for profession Provides logistical support Charter Provide professional information	Somewhat important
Educational Administrators	Receive information on the profession. Gain skills through our work. Association creates the "bar" against which they judge profession.	Influence we have in improving the work of counselors in their schools. Collaboration.	Control the purse strings for counselor involvement. Determine role of counselors in schools.	Least important of primary stakeholders
Graduate Students	Need services and information that we can offer Scholarships	Quality of our information and products Ability to network	Economic support Direct feedback Emerging leaders Volunteer support	Important

Step 3: Identifying Strategic Issues and Goals

Strategic issues are the fundamental policy questions affecting the organization that must be answered if the Association is to survive and ultimately thrive. Rephrased as statements, these become the Association's goals. The Annual Work Plan is developed annually to include the actions needed to move the Association forward towards accomplishing these goals.

Strategic Issues	
1	NYSSCA will recruit and retain members.
2	NYSSCA will advocate on behalf of the professional school counselor at the State level.
3	NYSSCA will promote and develop professional development opportunities for professional school counselors.
4	NYSSCA will provide and develop professional standards/tools/resources for professional school counselors, counselor educators, graduate students and other interested parties.
5	NYSSCA will develop alliances and collaborations with other professional associations.

Step 4: Determining the Annual Work Plan

Each summer, NYSSCA’s Strategic Planning Committee formulates an annual work plan addressing the above listed Strategic Issues. The President shall coordinate this event, and the draft will be presented to the full board at the August Board meeting for approval ensuring that all board members are allowed input into the process.