

# AWSA Ends-Re-Exploration Process

## 2017-19

### I. Background Information

#### A. [Participant List](#)

#### B. What are Ends Statements?

The justification for any organization lies in what difference it can make. A nonprofit organization exists so that the world in which it operates can be a better place. The ends of an organization are the reasons for its existence. It is obvious that careful, wise selection of ends is the highest calling of trustee leadership. Focusing on ends ensures that the board tackles the difficult questions by mobilizing board time, mechanics, and concern around what good is to be done for whom and at what cost. The board cannot forget these questions, even for one meeting.

Stick with this simple test in order to avoid all these misconceptions: an issue is an ends issue if—and only if—it directly describes what good, for whom, or at what cost. If not, it is not an ends issue, no matter how important, no matter who decides it, no matter how closely related it is to goals, strategies, mission, or perceived board work. Ends language is never about what the organization will be doing; it is always about what will be different for others.

Basic Principals of Policy Governance  
John and Miriam Carver

#### C. AWSA's Current Mission and End Statements

Mission: The Association of Wisconsin School Administrators exists to improve the quality of educational opportunities for the youth of Wisconsin by ensuring the professional growth and competency of school administrators and coordinating their collective interests and needs.

## Ends Statements:

1. Members will improve their capacity as effective educational leaders.

Members will have access to:

- Current body of research and information on educational leadership to support student learning
- Exemplary professional learning opportunities
- Opportunities to collaborate with colleagues from across the state to leverage collective knowledge

2. Members will positively influence the political systems that impact schools by:

- a) Partnering with other organizations to promote a shared vision for a world-class system of public schools in Wisconsin,
- b) Identifying and advocating for legislative proposals that align with our vision and are grounded in evidence, and,
- c) Communicating key facts and knowledge with the public that underscore the importance of supporting a world-class system of public schools in Wisconsin.

3. Members will be supported by legal services from both individual and educational leadership perspectives.

## D. Data Related to AWSA End Statements

- Follow this [link](#) to the Key Data document (updated November, 2018).

## E. [Notes](#) From Ends Re-Exploration Discussions

## F. Key Themes/Questions to Address

1. Important Questions Raised To-Date

a) Question: Is AWSA for public and private school members?  
Answer: Yes, AWSA welcomes public and private school leaders.

b) Do the current Ends Statements mix “ends” and “means”?

- Yes
- AWSA will remove means language from the revised Ends Statements.

Definitions of key terms:

- Mission: A formal summary of the aims and values of an organization (board determined).
- Ends: Describes **what** good the organization exists to achieve—not how it will be achieved (board determined)
- Core Strategies: Describe **how** the organization will achieve the Ends. Constitutes the Executive Director’s interpretation of the Ends Statements for Monitoring Reports (board delegates to executive director)
- Note: AWSA communications, website, etc. will include Mission, Ends and Core Strategies.

2. Important Themes to Address: Equity, support for the “whole principal” (coherence building, services, wellness), maintain strong professional learning services.

## G. Draft Revisions

### 1. Mission

**Current Mission Statement:** The Association of Wisconsin School Administrators exists to improve the quality of educational opportunities for the youth of Wisconsin by ensuring the professional growth and competency of school administrators and coordinating their collective interests and needs.

#### **Proposed Mission Statement (2 Options):**

*Option A: The Association of Wisconsin School Administrators increases administrators' effectiveness in equitably promoting the intellectual, social, and emotional growth of all students.*

*Option B: The Association of Wisconsin School Administrators exists to promote the intellectual, social and emotional growth of every student by increasing administrators' effectiveness.*

**Rationale:** Changes highlight the importance of equity and serving the “whole student.”

### 2. Ends Statements and Core Strategies (core strategies shown in shaded box)

**Current End Statement #1:** Members will improve their capacity as effective educational leaders. Members will have access to:

- Current body of research and information on educational leadership to support students' social, emotional and intellectual growth.
- Exemplary professional learning opportunities
- Opportunities to collaborate with colleagues from across the state to leverage collective knowledge

**Proposed End Statement #1:** Members will improve their capacity as effective educational leaders.

AWSA will provide:

- Exemplary professional learning opportunities
- Current research and information on educational leadership to support students' social, emotional and intellectual growth.
- Opportunities to collaborate with colleagues from across the state to leverage collective knowledge.
- Support for members to promote diversity and achieve equity through all their work as leaders.

**Rationale:** value of leaders' capacity building was affirmed through the Re-Exploration process, support for equity made explicit in core strategies.

**Current End Statement #2:** Members will positively influence the political systems that impact schools by:

- Partnering with other organizations to promote a shared vision for a world-class system of public schools in Wisconsin,
- Identifying and advocating for legislative proposals that align with our vision and are grounded in evidence, and,
- Communicating key facts and knowledge with the public that underscore the importance of supporting a world-class system of public schools in Wisconsin.

**Proposed End Statement #2:** Collectively, members will positively influence policy-making that impacts student social, emotional and intellectual growth.

**AWSA will:**

- Partner with other organizations to promote policies that positively impact Wisconsin students' social, emotional and intellectual development, including greater support for meeting students behavioral and mental health needs.
- Promote greater coherence among federal, state and local initiatives.
- Provide support for members to effectively advocate for evidence-based policies at the local, state and federal levels.

**Rationale:** Changes address advocating on behalf of the whole child, the need to support members to make advocacy as convenient as possible, and adds language promoting greater coherence among federal, state, and district initiatives.

**Current Ends Statement #3:** Members will be supported by legal services from both individual and educational leadership perspectives.

**Proposed Ends Statement #3:** Collectively, members will continually identify and address the most significant barriers and opportunities to school leaders' sustained success.

**AWSA will:**

- Provide services to address the complex array of leadership tasks, including information, legal and communications support.
- Promote greater coherence between and among organizations serving educators, including associations, Cooperative Educational Service Agencies, and the Department of Public Instruction.
- Promote wellness among members and all those involved in educating our students.

**Rationale:** The scope of this End Statement is being expanded to promote sustained leadership (reduce complexity, promote wellness, etc.).

**Note:** Ends Statement #3 will become #2 and vis versa.

## G. AWSA Mission and Ends Statements (approved April 16, 2019)

1. Mission: *The Association of Wisconsin School Administrators increases administrators' effectiveness in equitably promoting the intellectual, social, and emotional growth of all students.*

### 2. Ends Statements: Increasing Capacity, Influencing Policy and Supporting Sustained Educational Leadership

**End Statement #1:** Members will improve their capacity as effective educational leaders.

AWSA will provide:

- Exemplary professional learning opportunities
- Current research and information on educational leadership to support students' social, emotional and intellectual growth.
- Opportunities to collaborate with colleagues from across the state to leverage collective knowledge.
- Support for members to promote diversity and achieve equity through all their work as leaders.

**Ends Statement #2:** Collectively, members will continually identify and address the most significant barriers and opportunities to school leaders' sustained success.

AWSA will:

- Provide services to address the complex array of leadership tasks, including information, legal and communications support.
- Promote greater coherence between and among organizations serving educators, including associations, Cooperative Educational Service Agencies, and the Department of Public Instruction.
- Promote wellness among members and all those involved in educating our students.

**End Statement #3:** Collectively, members will positively influence policy-making that impacts student social, emotional and intellectual growth.

AWSA will:

- Partner with other organizations to promote policies that positively impact Wisconsin students' social, emotional and intellectual development, including greater support for meeting students behavioral and mental health needs.
- Promote greater coherence among federal, state and local initiatives.
- Provide support for members to effectively advocate for evidence-based policies at the local, state and federal levels.