

NCTE Strategic Plan

Purpose:

This Strategic Plan has been developed to support NCTE's leaders and staff in enacting the newly adopted Vision Statement, supporting the nation's oldest literacy organization in moving boldly and thoughtfully into its future. The Strategic Plan is intended to support the organization in conceptualizing its purpose today and to more effectively and purposefully meet the needs and goals of its current and future members.

Style:

The plan is written to support Strategic Governance, providing future leaders and staff members with visionary goals while allowing these members space to devise innovative plans of action that respond to their then-current context, values, and opportunities. While the plan's goals are to be met, the method for doing so is for leaders and staff to determine.

- Page 1 details overarching goals, intended for inclusion within *all* resulting actions.
- Pages 2–6 are matched to individual areas of the Vision Statement, with implementation goals detailed for each area.

Timeline:

This plan intends to be fully enacted within five years from adoption. Within this, NCTE leadership may make strategic decisions about the specific implementation order and timelines.

NCTE Vision Statement Opening Paragraph

NCTE and its members will apply the power of language and literacy to actively pursue justice and equity for all students and the educators who serve them. As the nation's oldest organization of pre-K through graduate school literacy educators, NCTE has a rich history of deriving expertise and advocacy from its members' professional research, practice, and knowledge. Today, we must more precisely align this expertise to advance access, power, agency, affiliation, and impact for all learners.

Overarching Strategic Plan goals:

As future leaders and staff members take up the goals described within this Strategic Plan, aligning NCTE and its expertise as stated in the Vision Statement's opening lines should be a core consideration.

To that end, implementation of all Strategic Plan goals should include:

- **An action plan, timeline, and budget** which are linked clearly to elements of the Vision Statement and this plan, helping NCTE leaders and staff see alignment between our collective goals and the wealth of our expertise.
- **A method of evaluation** which provides NCTE leaders and staff opportunities to assess needs and, later, understand the impact of devised initiatives, implementations, funding levels, or other actions.
- **A method of reporting** which provides members (or in cases of proprietary information, the intended stakeholders) a clear explanation of actions taken and their results, helping members (or stakeholders) understand how NCTE's activities are related to the broader Vision Statement and how the organization aims to continually evolve for its members.

What follows are the five Vision Statement areas and aligned goals.

NCTE is committed to Access. NCTE and its members will strengthen or create inclusive hubs for state-of-the-art practices, research, and resources, providing access for more diverse voices to create, collaborate, and lead, within and beyond the organization.

NCTE will:

- Increase diversity and inclusivity across the organization and its offerings—considering membership outreach and retention, publications, events, leadership, and staffing—and develop or select an organizational assessment to annually target strengths and needs in this area and begin implementation.
- Engage a greater number of members and a more diverse membership in NCTE governance by clarifying and updating nominations and elections processes, increasing voter turnout, and developing meaningful and sustainable outreach to NCTE members and groups.
- Evaluate existing publications, programs, and procedures for their accessibility to NCTE’s diverse membership, including seeking trends in membership engagement, potential roadblocks to access, or opportunities for paths of entry to be clarified.
- Align the NCTE Constitution and governance documents to the Vision Statement as it relates to fostering a diverse and inclusive membership, leadership, and access within and beyond the organization.

NCTE is committed to Power. NCTE and its members will actively engage families, community members, administrators, colleagues, and other stakeholders and contribute to and critique policy at the local, state, and national levels.

NCTE will:

- Empower members to be critical policy advocates by supporting research and creating accessible, timely, and practical resources and structures for members to use on local, state, and national levels.
- Create opportunities for NCTE members and staff to identify alliances and collaborate within and beyond schools, campuses, and communities.
- Refine NCTE's policy efforts by establishing self-assessment measures to continually clarify short- and long-term goals, increase member involvement, and focus on impacting local, state, and national policies.
- Align the NCTE Constitution and governance documents to the Vision Statement as related to fostering engagement with diverse stakeholders and meaningful contributions to policy at local, state, and national levels.

NCTE is committed to Agency. NCTE and its members will be leaders in nationally recognized instruction, research, and assessment practices that support diverse learners in their journey to becoming critical thinkers, consumers, and creators who advocate for and actively contribute to a better world.

NCTE will:

- Establish agreed-upon pedagogical principles that define our organization, delineating practices that more fully activate teachers' and students' agency, while drawing upon NCTE's rich history and current knowledge.
- Strengthen our members' voices and positions in the field by ensuring that members' scholarship and members' instructional practices inform one another, and regularly review how NCTE supports and elevates these contributions.
- Emphasize membership as participation in, and contribution to, a professional community by proactively identifying members' problems of practice related to instruction, research, and assessment and by devising interactive events, professional learning, and other initiatives to collaboratively address these.
- Align the NCTE Constitution and governance documents to the Vision Statement as it relates to promoting and elevating instruction, research, and assessment practices that best support diverse learners.

NCTE is committed to Affiliation. NCTE's member-created communities will strengthen cross-community connections, information sharing, and organizing to collaborate more powerfully.

NCTE will:

- Help members and staff better understand how groups interact with and within NCTE and how NCTE supports each group's policies and goals by clarifying the stakeholder networks, levels, alignment and autonomy, funding procedures, and other related organizational structures.
- Identify points of intersecting interests across governance, sections, conferences, affiliates, assemblies, and other groups by creating opportunities to engage and empower members to take collective action on these points.
- Determine if any of NCTE's organization and groups, as well as the policies and procedures which govern their creation and running, should be strengthened, reimagined, or discontinued by ascertaining how well members are served and represented.
- Align the NCTE Constitution and governance documents with the Vision Statement as related to representing the evolving needs and goals of NCTE's members through creating communities and collaborating more powerfully across them.

NCTE is committed to Impact. Ultimately, NCTE and its members' efforts will deepen every student's consciousness of worth and widen possibilities for all students' access, power, agency, affiliation, and impact across a lifetime.

NCTE will:

- Devise a standard set of assessment practices and expectations to gather meaningful data on current and future funded initiatives and programs, considering areas such as impact on members, students, or other stakeholders; impact on practices or research; alignment to NCTE's Vision Statement; or other measures.
- Support and disseminate research, instruction, and assessment practices built on asset-based, not deficit-based, language, principles, and practices, including reviewing NCTE resources and policies for the same.
- Foster or strengthen relationships with professional organizations working toward similar goals, as outlined in the Vision Statement, including those focused on traditionally underserved populations, to leverage learning, shared messages, and collaborative actions to impact and include students.
- Amplify NCTE's impact for nonmember stakeholders, considering schools, higher education institutions, policymakers, families, and communities, by strategically disseminating endorsed research, instruction, assessment practices, and policy influences to these groups or proactively supporting members in this type of outreach.
- Align the NCTE Constitution and governance documents to the Vision Statement as related to NCTE's programmatic impacts and ways NCTE impacts its members, stakeholders, and members' students.