

2016-19

Strategic Framework and Financial Plan





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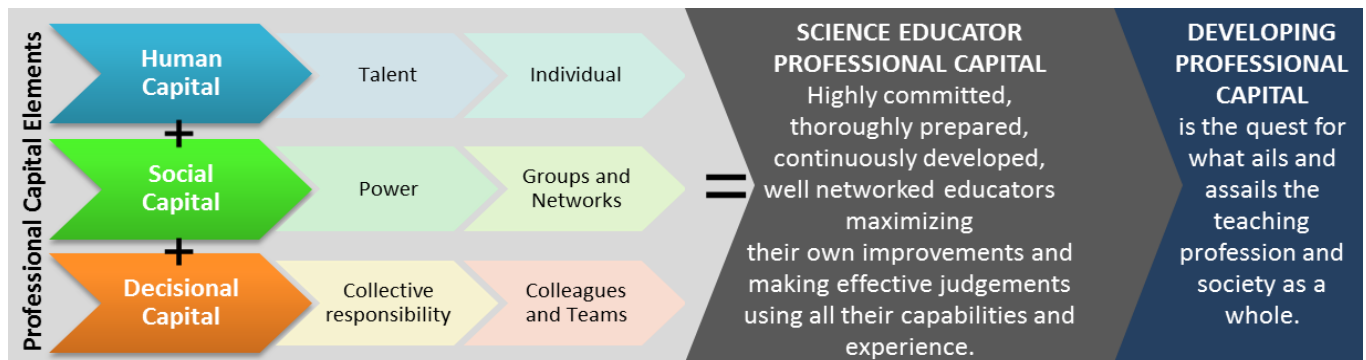
EXECUTIVE SUMMARY



Introduction

As a nonprofit, the Oregon Science Teachers Association (OSTA) enjoys an excellent position from which it will advance its importance to Oregon’s quality of life. We have a strong multi-decade basis, with innovative and creative science educators, excellent science resources, and membership from across the state. School and community science educators can flourish in Oregon. The Association seeks to expand opportunities for creativity and innovation as a pathway to grow science educator’s professional capital.

This Framework outlines certain strategic priorities and smart connections to create synergy between educators, decision makers, and life-long learners. More than ever, today’s pace of complex scientific and societal challenges demands cooperation and multidisciplinary approaches. Cooperation is essential both within the science education community and related professions, and between science and a wide range of organizations and society. The result will be a whole which is far greater than the sum of its parts.



Strategic Framework Purpose

The purpose of this Strategic Framework is to advance OSTA, where its current and future talents can blossom, its callings honored, and its leadership role is expanded.

Association membership, board, staff, and strategic partners will use this Framework to enrich Oregon’s science education and educator community, build professional capital, and improve student success.

Financial Plan Purpose

OSTA’s Financial Plan serves as a dynamic blueprint for growing and operating the nonprofit organization. While maintaining a focus on its vision and mission, the Financial Plan describes to investors - such as foundations, and partners - how the organization gains revenue and manages expenses. The Financial Plan maps OSTA’s growth and helps determine positive courses of action.

Why Invest in Strategic and Financial Planning?

Increasing needs in science education - Oregon’s need to advance science education continues to outpace school and community educator’s capacities to reach student success.

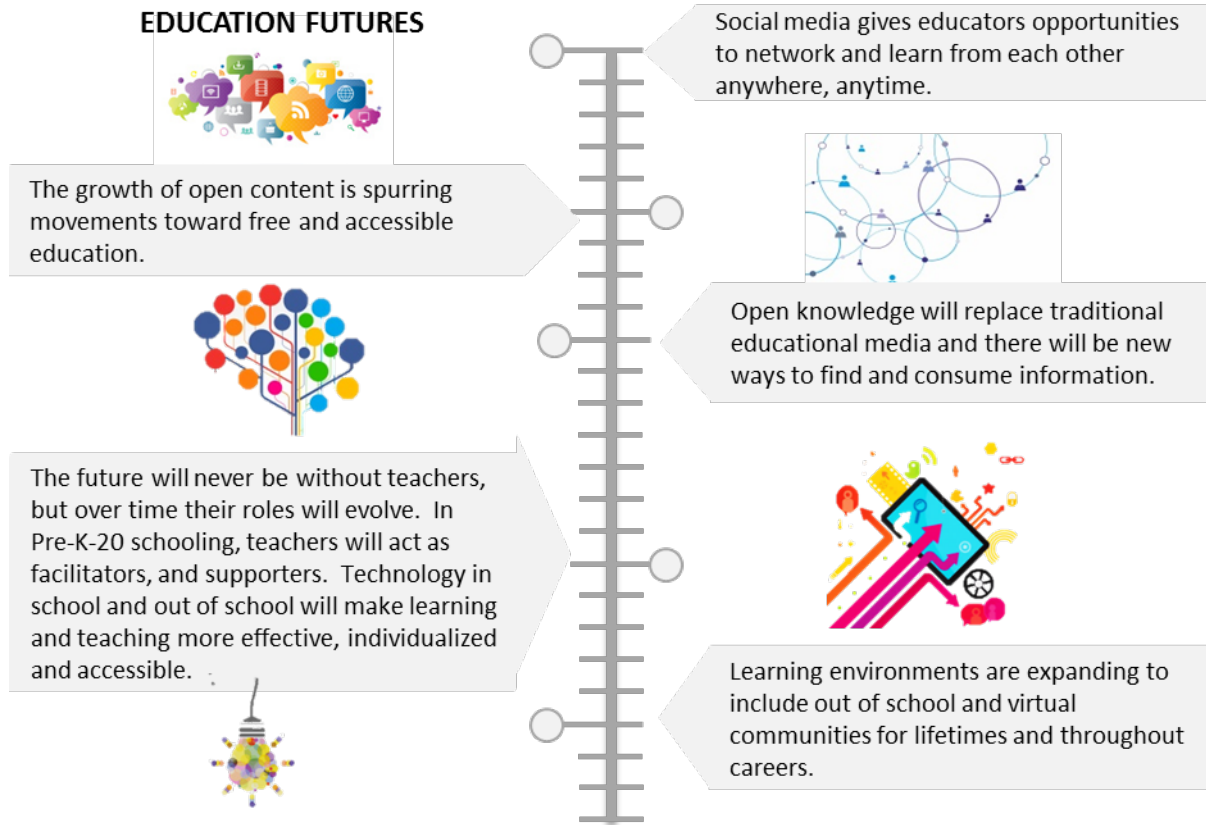
Governments shifting focus to nonprofits – Governments are continuing to look to the nonprofits to fill their own budget holes and provide quality professional development.

Advancing student success through advocacy
Nonprofits, grantmakers and governments recognize the need to engage in advocacy to remove barriers impacting student success and educator excellence.

Educators don’t just participate, they engage - Multiple generations of educators are driving professional growth opportunities to be delivered across multiple channels and devices. Being up-to-speed with technology and best practices is no longer optional – its mandatory for growth and educator excellence.

Networking supports formation of communities of practice
OSTA has the flexibility to align with changes occurring in Oregon’s school and community education offerings and with strategic and financial plans in place, growth can be calculated and focused.

Emerging 21st Century Education Communities



OSTA's Current Community

In an era marked by economic dislocation and uncertainty, OSTA confronts challenges unique to its mission and membership by building on its strengths, using innovation and opportunities as resources, and clearly defining its aspirations and maintaining a focus on results. These challenges in turn present OSTA and its strategic partners and stakeholders with pivotal opportunities to renew the Association's leadership role and strengthen its capacity to deliver on the mission.

Some of the challenges OSTA faces, such as the extreme demands on educators time and expertise, shifting demographics and resources, are broad and affect the broader education communities – in both school and community settings. Even the best membership based professional growth organizations are experiencing

pressures, and, like society at large, are recognizing and working to respond to the needs of an increasingly diverse population of students, faculty, and staff.

At the same time, science education is undergoing transition. School and community educators are being called upon to implement new standards, increase interconnection among disciplines, and boost critical thinking. OSTA is unique position of flexibility provides opportunities to assess and adjust teaching methods to prepare students for a world of permanent change and uncertainty.

By continuously examining the science education field and fostering development of professional learning networks, OSTA will bring science educators across Oregon's rural, urban, and metro communities together for successful 21st century learning.



STRENGTHS

Access – New electronic management system supports communication, access to information, and the Association’s capacity to connect members.

Engagement - Membership from across Oregon’s rural, urban and metro communities provides important networking.

Hub - Rich history of support for science teachers and the “glue” holding science educators together.

Professionals - Educators are viewed as professionals engaged in quality professional growth opportunities.

Quality - The Association is a multi-decade strong science educator community fostering a quality researched-based eco-system of science professional growth.

OPPORTUNITIES

Renewed focus on education success - Currently, Oregon graduation and school success rates are in the lower percentage of the US. New policy support and other measures are placing focus on positioning students’ in-school and out-of-school to be college and career ready.

Oregon adopts full day kindergarten – Expanded opportunities to integrate science education into elementary school and community learning opportunities.

Oregon Department of Education transitions – ODE leadership is launching projects that cultivate “ecosystems” learning communities and transforming learning cultures to include science.

Oregon Next Generation Science Standards (ONGSS) adoption – Aligned but not controlled by NGSS policy, the 2014 ONGSS is a foundation for aligning school systems to provide students with opportunities to learn science content, practices, and crosscutting concepts.

ASPIRATIONS

Advocacy and policy leadership – Engage in connecting school administrators, decision-makers, and policy leaders in advocating excellence in science education and learning success.

Capacity – Expand OSTA’s innovative use of networks and social media supporting educator professional growth – recognizing growing demand for educators in the classroom leaving less time traditional forms of professional growth outside of the classroom.

Culture – Foster cultures of curiosity, innovation, and enthusiasm among science educators, policy leaders, and decision makers.

Hub – OSTA strategically partners and connects with institutions, organizations, agencies and businesses to co-develop, leverage, and share resources.

Incentives – Expand science educator professional growth by providing a range of affordable, accessible, and innovative services and products. Engage career bound teachers with Association membership.

Social Media – Advance use of social media and other forms of electronic communication to strengthen the science educator community and increase networking opportunities.

RESULTS

Action-oriented and Research-based – The Association operates with a high level of inquiry conducted by and for science educators.

Advocacy – A wide range of administrators, decision makers, and policy leaders in partnership with OSTA promote excellence in science education.

Entrepreneurship – The Association and its members embrace entrepreneurship to continuously create new value for science education, professional growth, and financial sustainability.

Oregon networked community – Science educators across the state will have access to resources and networked communities regardless of their communities of place.

Policy work and leadership – New levels of support for science education and educators will be implemented across schools and communities.

Professional growth – Opportunities for constant teaching improvement, engagement with high-performing teams, and participation with a wider teaching community is part of professional growth.

Student/learner success – School success indicators link student achievement to improved enhanced professional growth systems.



Vision

A robust science educator community that is a seedbed for science excellence and a foundation for top talent and leadership.

Mission

Tagline: Advancing science educator excellence

Mission: To enhance Oregon’s quality of life and economy by leading and facilitating excellence in science education in schools and communities.

Within education communities, we foster a culture of engagement, innovation, and critical thinking where sharing knowledge, information, and experiences frames management choices, policy work, and solutions for next generations.

Association Values

- Excellence** We practice and celebrate excellence, achievement, equity, and opportunity in science education.
- Integration** Science educators are committed to providing opportunities for applied learning by integrating multiple disciplines including engineering, math, and english language arts (ELA).
- Innovation** Our members are fountains of new ideas, fueling better teaching, learning, and student success. OSTA cultivates a diverse set of perspectives and experiences to collaborate on projects and network experiences.
- Leadership** Members share OSTA’s vision and mission and propel it forward with confidence.
- Literacy** Science literacy is a basic foundation for optimum quality of life. By supporting science educators, we inspire our members to maximize personal and team education.
- Networking** Science educators, partners, and their commitment is our most important investment and the lifeblood of our organization. They provide our organization’s intelligence and determine our vitality.
- Quality** Members strive to produce excellent work that pushes science education forward by embracing responsibilities, solving problems, providing effective solutions, and adding value to school and community learning. Organizational quality, performance excellence, and continuous improvement are the OSTA’s cornerstones.

Value Proposition (*expected benefits*)

Cutting edge professional growth for all Oregon science educators and their partners. OSTA makes it easy to

lead excellence in science education,
engage in innovative and , teaching, and 21st century learning, and
network with professionals to maximize impact.

To make it happen, OSTA works closely with some of the best organizations, institutions, professional communities, and



decision makers.

Goals, Strategic Priorities, Actions, and Critical Milestones

Our Strategic Framework is built on four interconnected Strategic Goals, supported by nine Strategic Priorities that, executed together, will achieve our Association’s vision and mission.



Goal: Advance educators' science education PROFESSIONAL GROWTH

Strategic Rationale

Unlike other educator professional growth organizations, OSTA strives to offer a genuinely distinctive career forward experience, grounded in firmly held approaches of learning networks, co-creating content and education approaches, and innovative learning opportunities.

To consistently deliver high quality professional growth opportunities, OSTA must nurture and fortify those distinctive attributes that are at the heart of its purpose, and create unique value in Oregon's broad science education communities:

- Engaging educators working inside and outside of classrooms;
- Focusing on pre-kindergarten through a lifetime of formal and informal learning; and
- Connecting related disciplines with science to give full scope to learning, experiences and critical thinking.

The distinctive features of OSTA's professional growth are that works with a high degree of innovation, efficiency, and quality in order to provide successful personal and professional experiences for educators. We know that the quality of professional growth experiences contribute significantly to educator satisfaction and retention, as well as engagement in a robust science community.

The effectiveness of professional growth depends on OSTA membership support – accomplished scholars, educators, and partners who share their expertise, co-create innovative teaching methods and resources, and put education at the heart of their work. Actively engaged members prioritize OSTA as the career hub – the place that connects people to people and people to resources and creates a more cohesive science community that impacts Oregon's student success.

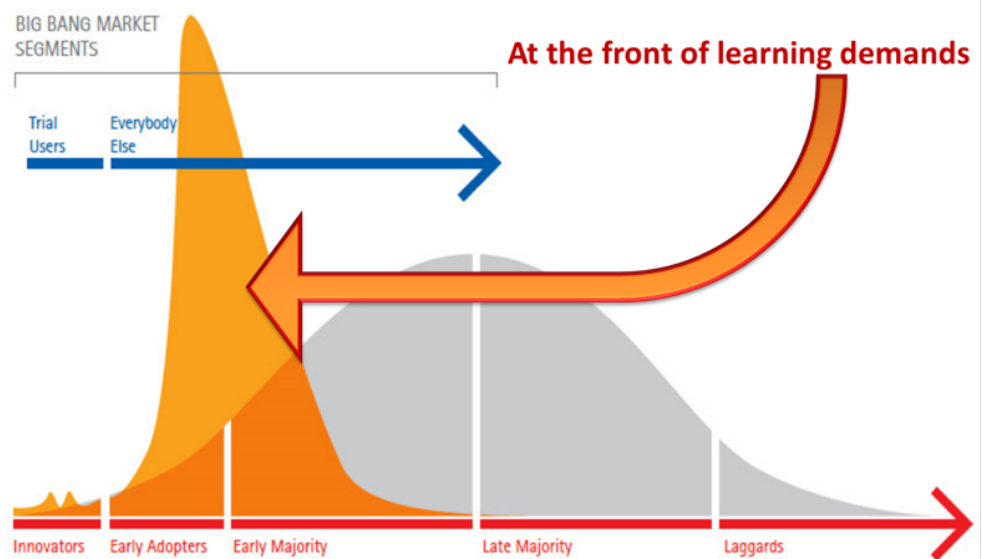
Goal: Oregon educators working in and out of classrooms engage in professional growth as a means to advance science knowledge, expand education success, and strengthen teaching performance.

Critical Milestones

Measurement	Target by 2018
Grow the number of OSTA members	A minimum of 20% of school and community-based educators are OSTA members
Grow the number of educators engaged in professional development	A minimum of 50% of OSTA members engage in a minimum of 10 hours of professional development annually
Grow science educator leadership	A minimum of 100 educators engage in Science Forward

Advancing OSTA's Professional Development

Big Bang Market Adoption





STRATEGIC PRIORITY 1. ADVANCE KNOWLEDGE and SKILLS

Over three years provide face-to-face, on-line, and place-based topic focused resources that advance science education knowledge and skills through coaching, networking, workshops/forums, and sharing. Adopt Big Bang Market model to position OSTA at the forefront of science educator professional development.

ACTION 1a. Deliver knowledge and skills targeting PreK – elementary educators with emphasis on Oregon’s new full-day kindergarten.

ACTION 1b. Deliver resources aligned with 2014 Oregon Science Standards (2014OSS) and national Science, Technology, Engineering, and Math Standards (STEM).

STRATEGIC PRIORITY 2. SCIENCE FORWARD

Launch Science Forward, the Association’s initiative to grow educator and stakeholder capabilities and experience to lead science education forward. This leadership skill building forum provides (a) leadership development, (b) mentoring, and (c) strategy exchange and fosters Oregon’s science educator community to take actions that elevates awareness of science education needs and shapes policies and procedures supporting education success.

Goal: Renew OSTA's 21st century education LEADERSHIP ROLE

Strategic Rationale

To advance Oregon's science education success, OSTA will take the lead in innovating for 21st century education, building on existing strengths to respond to educator needs and developments within science and related fields. Furthermore, OSTA must demonstrate the value of the organization to its members and strategic partners, and in so doing, create a new assessment model that will enhance its position and influence in policy making communities. Using an integrative, cross-disciplinary approach is the basis for creating new networks, solutions, and responses to needs at the pace of change. Strategic partnerships will position OSTA to make strides in education communities in and out of classrooms and leverage connections with a wider range of resources.

By raising OSTA's leadership profile, the science education community will expand its influence, **engage decision makers in advance science education**, and build a larger pool of advocates.

STRATEGIC PRIORITY 3. OrSEN

Launch OrSEN, science educators and stakeholders focused on leading and advocating efforts that advance science education in and out of the classrooms and provides motivation for policies supporting science educator and education excellence. Engage OrSEN members and stakeholders in:

ACTION 3a. Set high level leadership, advocacy, and policy work goals and strategies.

ACTION 3b. Establishes leadership, advocacy and policy work standards and monitors and measures outcomes (successes).

ACTION 3c. Creates teamwork, provides motivation, and empowers others to take action.

Goal: *Grow Oregon's science education community by advancing Association leadership, advocacy, and policy work.*

Critical Milestones

Measurement

Greater recognition by related professional growth organizations and decision-makers

Improved profile and standing in local, state, and national sources of education.

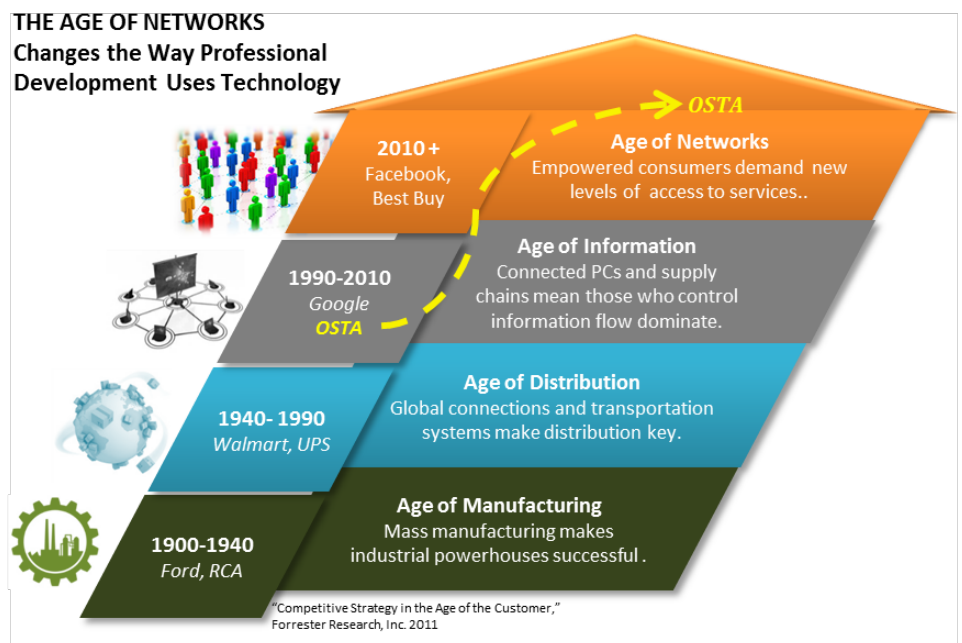
Educators advocacy for increasing science education in

Target by 2018

Regularly cited in by strategic partners and stakeholders as a professional growth resource with leadership shaping science education excellence.

Consistently positive descriptions and feedback from education and decision-maker communities

Baseline and end year surveys of science education classroom time demonstrate increase.





Goal: Cultivate a vibrant, diverse, and engaged NETWORKED COMMUNITY

Strategic Rationale

OSTA is committed to cultivating a community of educators, decision-makers, and strategic partners to generate meaningful contributions to learning communities in and out of classrooms. To sustain a vibrant learning networked community that promotes sharing, co-creation, collaboration, OSTA aims to connect people with people, people with resources, and engage diverse investment in science education.

OSTA will support Oregon’s diverse population clusters ranging from city, urban, rural, and remote across a large geographic area by promoting on-line communities of interest equally with face-to-face place-based communities. Recognizing a minimum of five generations of educators in the workforce – each with distinctive preferred communication practices – OSTA is committed to diversifying its networking approaches to ensure maximum participant benefits.

STRATEGIC PRIORITY 4. ASSOCIATION MEMBERSHIP

Grow Association’s membership to include in and out of classroom science educators, educators who have science education responsibilities, pre-service student educators, stakeholders, and Associations/Departments/Nonprofits.

ACTION 4a. Launch a marketing campaign tailored to targeted members.

STRATEGIC PRIORITY 5. NETWORKS

Advance face-to-face, on-line, and place-based networks to expand information, connections, future opportunities, and science educator success.

ACTION 5a. Generate and support technology/on-line learning networks.

ACTION 5b. Launch and manage regional and statewide “issue-focused” networks, conferences, and workshops.

STRATEGIC PRIORITY 6. STRATEGIC PARTNERSHIPS

Advance the Association’s advantage and opportunity to access and multiply a broader range of resources and expertise by engaging strategic partners.

ACTION 6a. Engage specific education systems, advocacy and policy leaders, and formalized education networks (see Strategic Partners diagram). Strategic partners will agree on shared outcomes, level and duration of commitment, collaborative use of shared resources, and methods for effective communication.

ACTION 6b. Engage strategic links to achieve Association goals through connecting rather than competition (see Strategic Links diagram).

Goal: *Strengthen Oregon’s science educator community by bridging Association members and stakeholders to make meaningful contributions as co-creators, collaborators, and energized educators and connect them with resources and investments in science education.*

Critical Milestones

Measurement	Target by 2018
Active member engagement	Minimum of 40% growth in membership.
Strategic partner satisfaction	Strategic partners report increased level of leveraged resources.
Engaged networks	Structures supporting professional development, leadership, and advocacy are in place. Regular, measurable increases in networks are realized.



Goal: Deliver OSTA’s mission by building its CAPACITY

Strategic Rationale

OSTA’s capacity to deliver on its mission relies on sustainable strategic approaches to managing operational and financial resources as well as growing and maintaining membership. The commitment, creativity, and energy of the Association’s membership and staff will set the tone and drive the pace of implementation.

OSTA must embrace the importance of quality professional growth in 21st century science education communities. In an increasingly demanding environment of change, OSTA must ensure financial capacity to sustain and fund core functions aligned with high functioning 21st century professional growth organization. As demands on educators’ time and expertise continue to grow, more members will seek access to OSTA services and fewer volunteers will come forward. OSTA must seek out organizational and structural changes that enhance its capacity to deliver on its mission.

STRATEGIC PRIORITY 7. CULTIVATE PROFESSIONAL MANAGEMENT ENVIRONMENT

Working systematically, cultivates an effective, professional, and diverse management environment and ensures support for staff, strategic partners, members, and stakeholders to fulfill the mission.

ACTION 7a. Administration and staffing

7a1. Engage Executive Director (ED) with mindsets of entrepreneurship, innovation, and stewardship and expertise to lead the Association.

7a2. Develop a web of contracting staff with expertise to manage efforts supporting strategic priorities.

ACTION 7b. Knowledge management

7b1. Capitalize on sharing innovative and timely professional growth resources by continuing to advance the use of technology and face-to-face gatherings and upgrading professional growth and coordination.

ACTION 7c. Membership

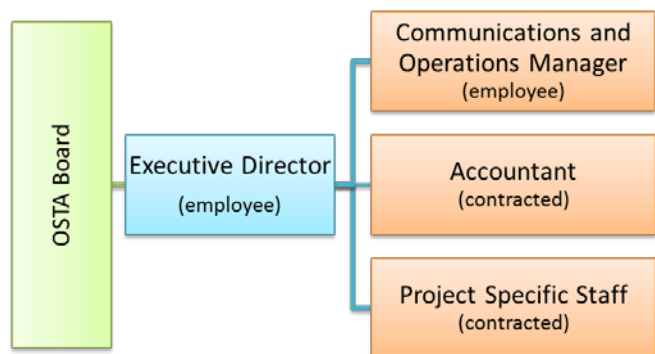
Placing members at the center of Association operations, maximize member interactions and access to resources with effective networks, structures, and communications.

ACTION 7d. Technology Management

Synchronize Association technology resources to support consistent engagement, effective management of resources, and real-time collaboration by routinely recognizing what is required, fostering dialogue, and cultivating exchange and sharing.

Goal: Advance the Associations collective capacity to strengthen and sustain an active state-wide science educator community.

Critical Milestones	
Measurement	Target by 2018
Board and OSTA leadership satisfaction	Board members and staff find deep satisfaction governing and building OSTA’s capacities.
Performance and oversight	Monitoring progress is consistent.
Planning streams	Decisions about strategic priorities, mission, management and operations are an investment in future growth.
Board self-management	Board composition, performance targets, board development and meeting agendas are high functioning



STRATEGIC PRIORITY 8. ADVANCE SUSTAINABLE ECONOMIC AND OPERATIONAL INFRASTRUCTURE



By implementing investment approaches, advance sustainable economic and operational infrastructures that enhance communications, broaden awareness of and engagement in OSTA, and support financial growth.

ACTION 8a. Communications

With an emphasis on using technology, streamline internal communications policies, procedures, and practices. Place particular attention to efforts engaging rural and remote communities.

ACTION 8b. Financial Growth

Advance annual number and amount of revenue streams as indicated in OSTA Financial Plan.

ACTION 8c. Marketing

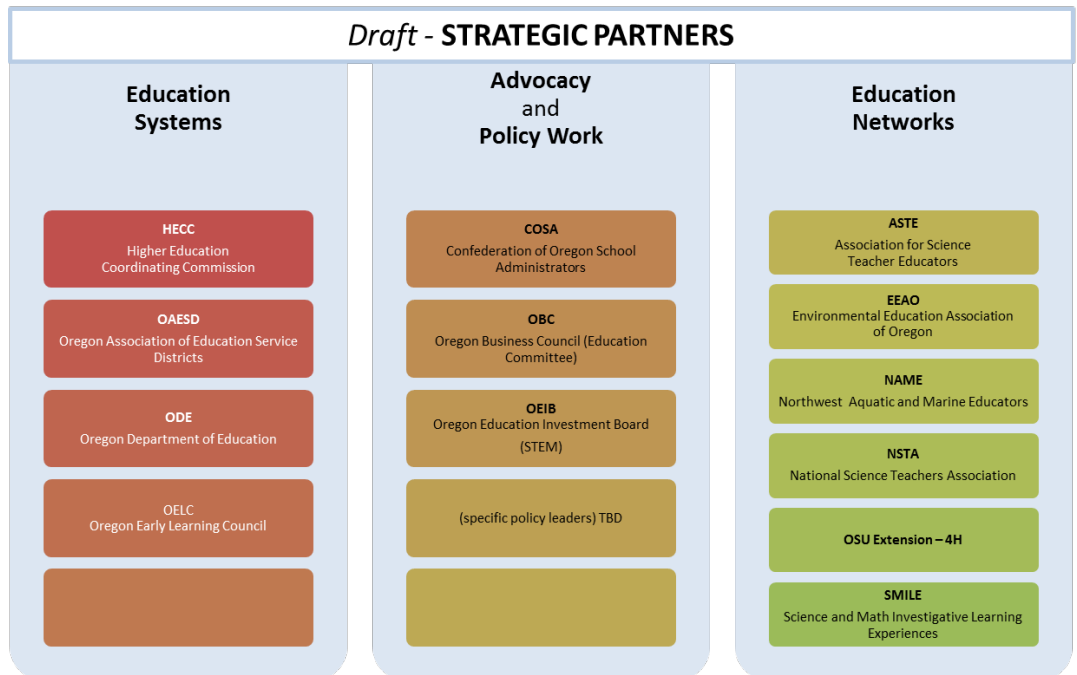
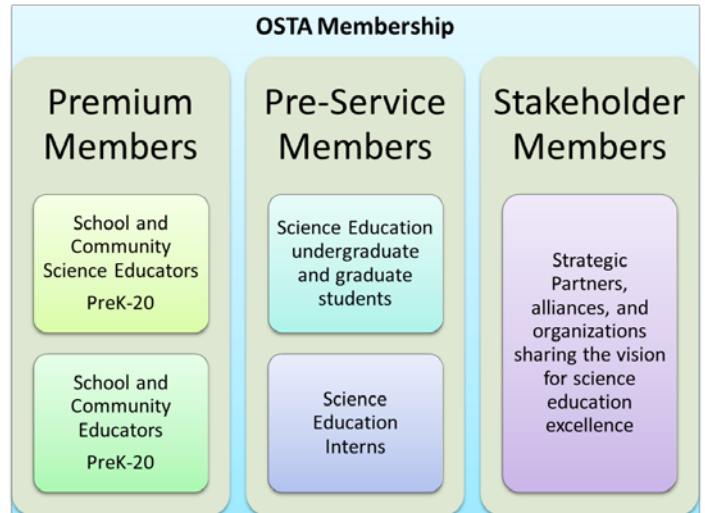
Launch a marketing campaign that results in increased membership, strategic partners, and awareness of OSTA and its resources.

ACTION 8d. Membership

Expand OSTA membership by seeking school and community science and other educators, pre-service and interns, and stakeholder organizations who share the Association’s mission. Implement a graduated membership fee scale and multiple year membership enrollments.

ACTION 8e. Strategic Partners

Advance OSTA’s goals and strategic priorities by engaging strategic partners in leveraging resources where a stronger advocacy base and mutual gain is realized and new resources are developed.

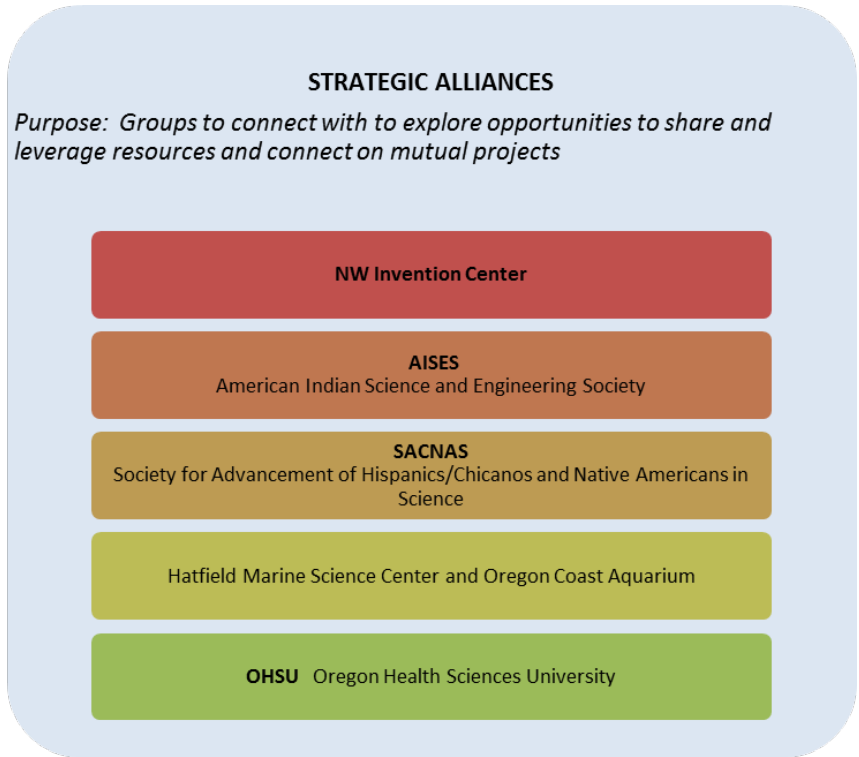


Purpose of Strategic Partners

OSTA is motivated toward its bottom line – to generate shared value and benefit for its membership, stakeholders, and partners. Realizing various private and public organizations/agencies do not have enough resources to successfully address staggering science education needs, OSTA’s approach is to unleash resources through strategic partnerships that invest for impacts. Each partner and society stands to gain from the investment but only by working together, learning from each other, and charting a shared path forward.

ACTION 8f. Strategic Alliances
 Increase awareness of OSTA and networking supporting Association resources by engaging strategic alliances.

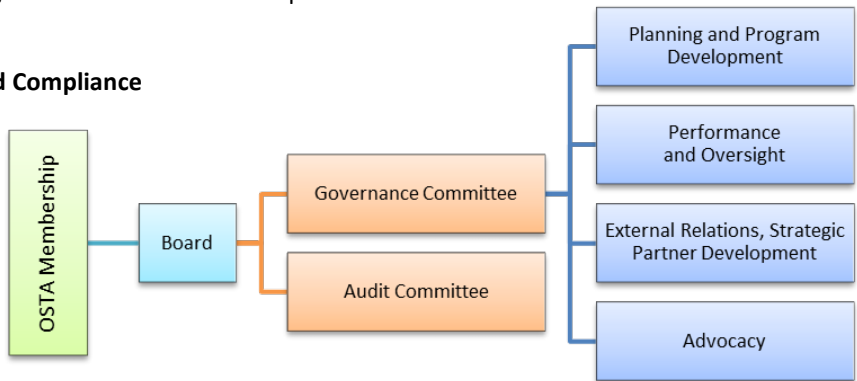
ACTION 8g. Organizational Planning and Assessment
 Annually, implement an operational management agenda, including operational planning and budget preparation, financial resource development, and performance oversight and monitoring.



STRATEGIC PRIORITY 9. ADVANCE GOVERNANCE STRUCTURES AND OPERATIONS

Establish a high functioning and sustainable governance structure and operations for OSTA’s future.

ACTION 9a. Accountability and Compliance
 Advance policy and procedures to align with 5th edition The Oregon Nonprofit Corporation Handbook.



ACTION 9b. Advocacy and Policy Work
 Integrate advocacy and policy work policy and procedures in Board operations.

ACTION 9c. Board Development
 Governance committee develops and implements board development activities.

ACTION 9d. Leadership and Committees
 Implement board committee structure (see description in Appendix).



Financial Plan

Based on an “Open Business Model,” OSTA creates and captures value by systematically collaborating with strategic partners. The basis for OSTA’s success will be its collective capacity to:

- **“Outside – In”** - Generating ideas and resources from with external strategic partners mutually benefiting OSTA members and partner interests, and
- **“Inside-out”** - Generating ideas and resources for strategic partners who share OSTA’s vision.

Operationalizing the OSTA’s Open Business Model cultivates innovation and distribution of knowledge. At a time when financial support for education is limited, OSTA can create more value and better distribute their resources by integrating outside knowledge, intellectual property, and products into its own processes. OSTA’s resources including products, technologies, knowledge, and intellectual property can be monetized by making them available to strategic partners through joint ventures.

Principles aligned with OSTA’s Open Business Model include:

- Strategically engage OSTA members and strategic partners;
- OSTA does not have to generate new programs to benefit from them; and
- OSTA should profit from strategic partner’s use of the association’s resources and OSTA should engage in strategic partner’s resources whenever it advances OSTA’s mission.

With Board approval of the proposed budget, THE NARRATIVE ADDED HERE



OSTA Transition Budget Proposed FY 2016-2018		Budget Estimates		
		FY 2016	FY 2017	FY 2018
INCOME				
Contributions		\$ 200	\$ 500	\$ 1,000
Fees for Services:				
State Conference (# 2016 national conference held)		\$ 58,005	\$ 18,000	\$ 78,060
*On-line courses (Minimum FY2016 – 3 courses; FY2016 – 6 courses; FY2016 – 9 courses @ 150 participants/course @ \$45. Average fee)		\$ 20,250	\$ 40,500	\$ 60,750
**Place-based workshops (Minimum FY 2016 – 3; FY 2017 – 6; FY 2018 – 9 @ 75 participants/workshop @ \$60. average fee)		\$ 13,500	\$ 27,000	\$ 40,500
Science Forward course (FY2016- 40 participants @ \$50./person; FY 2017-60 participants; FY 2018 – 100 participants)		\$ 2,000	\$ 3,000	\$ 5,000
Publication Sales		\$ 5,000	\$ 8,000	\$ 8,000
Grants		\$ 180,000	\$ 170,000	\$ 153,000
Interest		\$ 750	\$ 300	\$ 400
Membership Fees		\$ 8,500	\$ 11,300	\$ 14,000
Partnerships (hard dollar income)		\$ 15,000	\$ 20,000	\$ 30,000
TOTAL INCOME:		\$ 303,205	\$ 298,600	\$ 390,710
EXPENSES				
Goal 1. Professional Growth				
State Conference (FY 2017 and 2018 includes contracted conference coordinator)		\$ 21,749	\$ 5,000	\$ 40,000
*On-line courses (contracted content generation, instruction, and digital fees @ \$8,000 average/course)		\$ 20,000	\$ 48,000	\$ 72,000
**Place-based workshops (contracted content generation, instruction, and travel @\$9,000 average/workshop)		\$ 27,000	\$ 54,000	\$ 81,000
Science Forward (contracted content generation, instruction, digital fees and travel)		\$ 35,000	\$ 30,000	\$ 20,000
Professional Growth Subtotal:		\$ 103,749	\$ 137,000	\$ 213,000
Goal 2. Leadership Role				
OrSEN (digital support)		\$ 22,000	\$ 22,000	\$ 22,000
Leadership Role Subtotal:		\$ 22,000	\$ 22,000	\$ 22,000
Goal 3. Networked Community				
Membership Drive (recruitment and marketing)		\$ 5,000	\$ 3,000	\$ 3,000
Technology support (hardware and software)		\$ 4,000	\$ 4,000	\$ 4,000
Strategic partnership generation (staff and travel expenses incurred in Goal 4 Capacity Building)		\$ 10,000	\$ 10,000	\$ 10,000
Networked Community Subtotal:		\$ 19,000	\$ 17,000	\$ 17,000
Goal 4. Capacity Building				
Professional Management				
2.00 FTE Executive Director, Program Manager, Communication and IT Manager		\$ 80,000	\$ 80,000	\$ 100,000
Operations				
Contracted services (marketing, legal, etc.)		\$ 8,000	\$ 8,000	\$ 2,500
Accounting Services		\$ 10,000	\$ 15,000	\$ 15,000
Communications – IT – Social Media		\$ 2,000	\$ 3,000	\$ 3,000
Federal and State filing fees		\$ 250	\$ 250	\$ 250
Insurance D&O and general		\$ 1,850	\$ 2,000	\$ 2,000
Office Supplies		\$ 250	\$ 350	\$ 350
Printing/graphic & web design		\$ 12,000	\$ 100	\$ 100
Postage		\$ 250	\$ 250	\$ 250
Board Meetings (reducing place-based and increase use of digital meetings)		\$ 3,500	\$ 3,000	\$ 2,500
Trainings & Conferences		\$ 3,500	\$ 3,500	\$ 3,500
Capacity Building Subtotal:		\$ 121,600	\$ 115,450	\$ 129,450
Contingency		\$ 5,000	\$ 7,000	\$ 9,000
TOTAL EXPENSES:		\$ 271,349	\$ 298,450	\$ 390,450
Net Income:		\$ 31,856	\$ 150	\$ 260



APPENDIX

**Draft POSITION DESCRIPTION****Executive Director (ED)****Position**

Reporting to the Board President and serving as an integral member of the membership-based nonprofit Board of Directors, the Executive Director is responsible for leading and managing OSTA's vision, mission, and contribute to the Association's goals, and strategic priorities. In addition to the strategic priorities, the ED is charged with developing and implementing more sophisticated policies and procedures both in the finance and general operational realms that align with "high-functioning membership-based organization. This is an outstanding opportunity for a seasoned science educator or a person closely associated with the education and/or science community with leadership, management, and operational expertise and a proven track record of innovation, creative problem-solving, and growth management to join in a committed group of professional science educators in advancing their mission-driven Association.

Responsibilities**Strategy, Vision and Leadership**

1. Communicate and advise the Board President, Board members, and other key stakeholders/partners on strategic priority progress, financial planning, budgeting, cash flow, investment priorities, policy matters, and Association operations.
2. Serve as the management liaison to the board, committees, and stakeholders/partners, effectively cultivate innovative dialogue and workgroups that contribute to the Association's mission and goals, and communicate and present outcomes, new opportunities, and issues at select board of directors and committee meetings.
3. Contribute to the development of OSTA's Nonprofit's goals, strategic priorities, and actions as well as the overall management of the Association.
4. Represent the organization externally, with stakeholders and strategic partners as necessary to advance the Association goals and strategic priorities.

Team Development/Leadership

- Oversee, direct, and organize the work of the Association.
- Promote a culture of membership engagement, high performance, and continuous improvement that values learning and a commitment to quality.
- Ensure staff members receive support for their assigned work.

- Establish and monitor staff performance and development goals, assign accountabilities, set objectives, establish priorities, and conduct annual performance appraisals.
- Mentor and develop staff using a supportive and collaborative approach: assign accountabilities; set objectives; establish priorities; and monitor and evaluate results.

Operations

- Upgrade and implement an appropriate system of policies, technologies, accounting standards, and procedures.
- In conjunction with Board Finance Committee, plan, coordinate, and execute the annual budget process.
- Ensure OSTA is adhering to the strategic plan, delivering status reports to the board.
- Provide analytical support to OSTA Executive Board including development of internal management reporting capabilities.
- Comply with administrative and operational accounting services adopted by the Board.

Qualifications

- A master degree in business administration, science, education or related field is preferred
- Minimum 10 years' experience in leadership and management roles
- Experience either as an employee or board member of a nonprofit organization; must be familiar with nonprofit best practices
- Proven track record of success facilitating progressive organizational change and development within a growing organization
- Excellent judgment and creative problem solving skills including negotiation and conflict resolution skills
- Entrepreneurial team player who can multitask
- Superior strategic and management skills; ability to influence and engage direct and indirect reports and peers
- Energetic, flexible, collaborative, and proactive; a team leader who can positively and productively impact both strategic and tactical objectives
- Exceptional written, oral, interpersonal, and presentation skills and the ability to effectively interface and communicate using technology
- Passion for OSTA's vision and mission.



BOARD GOVERNANCE

The OSTA Board of Directors seeks to realize the maximum return on the investment of staff, member, and strategic partner's time and energy in governing – leadership is translated into significant positive impacts on the Association's performance and the membership it serves. OSTA's board governance falls into four streams:

5. *Management* - The board self-management stream, which consists of decisions about board composition, performance targets, and meeting agenda.
6. *Planning* – The planning stream which consists of decisions about goals, mission, and the annual operating plan and budget.
7. *Performance* – The performance oversight and monitoring stream consist of judgments about annual audits, financial reports, and program performances.
8. *Strategic Partners* – Decisions about how OSTA is perceived within and outside of the membership, strategies for promoting OSTA and its financial security; and implementing strategies for building and maintaining positive, productive relationships with strategic partners.

Governance Committee

Headed by the board president and consisting of standing committee chairs, and the Executive Director, the governance committee is responsible for the effective functioning of the board, including board development, the maintenance and development of the board and Executive Director relationship. The governance committee is accountable for:

- Coordinating functioning of the board and standing committees, keeping the board governing mission updates, setting board member performance standards, and monitoring the performance of the board as a whole and individual board members;
- Recommending bylaw revisions to the board in the interest of stronger governance and management;
- Developing and maintaining a profile of preferred board member attributes and qualifications and fashioning and executing strategies to promote the appointment of qualified candidates to fill board vacancies, serving in an advisory capacity to the board and as the board's nominating committee; Developing and overseeing execution of a formal board member capacity building program including new member orientation, training, and mentoring new members with senior board members.

Audit Committee

Proprietary – Working Draft

- Ensuring the ED employment contract and position description are updated and annually negotiate performance targets, conduct evaluation, and determine compensation; and
- Take action on behalf of the board in emergency situations.

Board Governing Mission

The following Board Governing Mission is a framework for OSTA's governing processes and expectations. The OSTA Board...

- Serves as Oregon's school and community science educator hub for professional growth and advocacy for science education excellence.
- Plays a leading, proactive role in strategic decision-making, and setting strong, clear strategic directions and priorities for all of OSTA's management and operations.
- Ensures OSTA's image and relationships with its members, strategic partners, and the wider community are positive and professional and contribute to the Association's success.
- Makes sure that OSTA's possesses the financial and other resources necessary to realize its vision and capacity to carry out its mission.
- Ensures the OSTA's Board composition is diverse, that its members possess the attributes and qualifications required for strong governing, and that the governing knowledge and skills of Board members are systematically developed.
- Ensures Board members are fully engaged in governing process and that the resources they bring are fully utilized.
- Takes accountability for its performance by setting clear detailed performance targets and regularly mentoring and assessing board performance.
- Hires the Executive Director (ED) who is responsible for providing executive direction to all OSTA resources and administrative management and operations and works in close partnership with the president and executive board.
- Ensures clear, detailed ED description and performance targets are in place and performed.

- Reviewing performance reports in committee meetings and reporting programmatic and financial performance;



Reporting directly to the board, the audit committee consists of three members who are nominated by the governance committee and elected by the board. The audit committee is responsible for overseeing internal controls and external audit function. In this capacity:

- Reviewing and approving the external audit review and/or audit firm as recommended by the ED;
- Reviewing the external audit report, evaluating findings, and assessing recommendation submitted the ED;
- Monitoring and implement actions in response to the external audit;
- Reviewing and evaluating on a continuing basis the financial management policies and procedures and recommend updates as appropriate; and
- Receiving information offered internally, assessing information, and taking appropriate action.

Planning and Development Committee

The planning and development committee is accountable for designing and coordinating the board's participation in strategic and operational planning including annual budget preparation. In this capacity:

- Reaching agreement with ED on detailed design of the planning an budget development cycle;
- Oversight preparation for and hosting board executive team strategic work sessions held annually;
- Recommending to the board strategic issues to be focused on, operational planning priorities, annual budget, and other strategic and policy-level products; and
- Ensuring all program and financial plans and targets are available for the performance oversight and minoring committee are available.

Performance Oversight and Monitoring Committee

The performance oversight and monitoring committee is accountable for overseeing programmatic and financial performance and updating operational policies and systems. In this capacity:

- Reaching agreement with the ED on key elements of programmatic and financial reporting process, including the content, format, frequency of performance reports, and overseeing implementation of the process;

- Reviewing operational polices;
- Presenting assessment of past year's fiscal and program performance at annual strategic planning work session(s); and
- Serving as the board's investment committee – making decisions relative to management of current and future financial investments.

External Relations and Strategic Partner Development

The external relations and strategic partner development committee is responsible for maintaining effective communication and working relationships with the science education and related communities in general and strategic partners. The overall purpose of these relationships is to increase awareness of science education and educators, market the Association and its services, identify needs and leverage resources, and contributing to OSTA's productivity. In this capacity:

- Ensuring the Association's image is regularly updated;
- Overseeing the development and implementation of strategies for marketing and public relations and maintain close, positive relationships with strategic partners is maintained;
- Overseeing the design and execution of systematic financial development/leveraging support with partners is generated and maintained;
- Work closely with the Advocacy committee to align policies and strategies;
- Coordinating board member speaking in appropriate forums on behalf of OSTA; and
- Fashioning strategies and plans intended to enhance internal and external communications.

Advocacy

The advocacy committee is responsible for focusing attention and actions



OSTA High-Impact Governance CHECKLIST

OSTA is invested in advancing its governance for high impact – realizing maximum return on the investment of board member, volunteer, staff, and stakeholder leadership, expertise, time, and energy governing. Governing impacts have been impressive because of the people who serve on boards and the main reason to engage in high-impact governance is to ensure governing asset is fully translated into significant positive impacts on OSTA’s performance.

The leading and proactive role of the governing board - in close partnership with the Executive Director – is to keep answers to the following three questions current:

- *The Strategic Question* – Where should OSTA be headed and what should it become over the long run-

its vision, values, and strategies for diversification and growth?

- *The Operational Question* – What should OSTA be now and in the next two years – the mission, current programs, organizational structure, annual operational plan and budget, operational policies, the ED and his/her leadership priorities and targets?
- *The Accountability Question* – How well is OSTA doing – programmatically and operationally, financially, administratively, and in terms of public and membership perceptions and with relationships with strategic partners and stakeholders?

The following checklist is a resource supporting board and ED discussions.

Level to which OSTA carries out:

Board self-management consists of decisions about board composition, performance targets, board governing skills development program, and the board meeting agenda.

Planning, which consists of decisions about strategic goals, the mission statement, and operating plan and budget.

Performance oversight and monitoring, which consists of judgments about documents as the annual external audit report, monthly/quarterly financial report, and programmatic performance reports.

External and strategic partner relations,

Low 1	2	3	4	High 5