



Affiliate Developmental Continuum (ADC)

Affiliates are encouraged to use the Affiliate Developmental Continuum (ADC) for important self-examination, focusing on the cumulative intent as one moves from “Emerging” to “Effective” to “Exemplary” in each aspect of affiliate work and designing a pathway for advancement that each affiliate can shape for itself.

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A self-assessment tool providing guidelines for





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Affiliate Developmental Continuum Quick Reference

An abbreviated summary of the progression from Emerging through Effective through Exemplary for each of the 5 ADC categories:



	Emerging	Effective	Exemplary
Membership	Promotes member benefits in an effort to recruit and retain members	Develops and implements a membership plan that includes a benchmarking affiliate membership data against the educator demographics of its region and routine surveys of member satisfaction	Translates membership plan into a membership experience that provides a variety of opportunities for member participation and engagement in the affiliate and the Association by aligning membership activities strategically with all other plans and activities of the affiliate and ASCD
Communication & Publications	Focuses communication content on affiliate activities	Develops and implements a communication and publication plan that keeps members informed of the full range of affiliate activities, member benefits and member opportunities for engagement	Positions itself in the marketplace as the go-to source for information by aligning its communication plan and activities strategically with all other plans and activities of the affiliate and the Association, actively engaging in two-way communication with members, ASCD and its constituent groups, and other regional organizations
Programs, Products & Services	Attains market perspective identifying member's needs through anecdotal evidence	Maintains a committee for programs, products, and services that develops and implements a program plan based on market research that offers programs, products and services that meet local needs	Organizes committees that use market research to align programs, products, and services strategically with all other plans and activities of the affiliate so that it is seen as a valued source of professional development and timely information that promotes opportunities for sustained work in learning communities
Influence & Policy	Focuses on education issues in isolation internally	Develops and implements an influence plan that supports local initiatives and promotes ASCD positions on important issues in education	Aligns influence plans and activities strategically with all other plans and activities of the affiliate and the Association to become a trusted voice in education policy by building and leading effective grassroots networks to address important issues and regularly representing the affiliate and ASCD on significant education committees and task forces
Leadership & Governance	Works with ASCD staff to develop plans consistent with its constitution and bylaws	Develops and implements a leadership and governance plan as part of long-term planning, delegating portions of this work through a committee structure involving membership	Aligns its leadership plan, governance plan, succession plan strategically with all other plans and activities of the affiliate and the Association by evolving from operations and management into a collaborative policy board that provides a well-qualified and diverse pool of candidates for ASCD

Affiliate Developmental Continuum Category Descriptions

In its ongoing life cycle, an affiliate will self-identify with exemplars from across the three categories of emerging, effective and exemplary.

The exemplars only serve as guidelines, and the exemplars an affiliate identifies with over time will change.

An affiliate may identify with exemplars from all three categories at the same time.

The Affiliate Developmental Continuum represents an ongoing journey in which there is always room for growth; there is no final destination.



	Emerging	Effective	Exemplary
Activity	Operates at a basic level. Meets most responsibilities defined in policies. Conducts a small number of activities. Focuses mainly on events. Communicates with others as needed.	Operates at a level that reflects strong management practices and evidences the partnership with the Association. Meets all basic responsibilities in ASCD policies. Develops and uses plans that reflect ASCD initiatives and priorities and considerations. Collects and considers some data in decision making. Varies activities and targets them to local needs and issues.	Integrates sustainable plans across functional areas and aligns them to strategic goals. Exhibits broad use of data to drive decision making. Plans activities that are innovative and groundbreaking and represent creative leveraging of resources. Exhibits strategic collaboration within affiliate and between other organizations in geographic area. Supports an engaged and involved membership with focus on diversity, strong two-way communication, and focus on ASCD initiatives and priorities embedded throughout operations.
Impact	Exhibits minimal effect on local educators or effect is not measured. Is stagnant in affiliate capacity and membership growth. Has small leadership core. Has limited visibility and little recognition in geographical area.	Has member and customer data that reflect satisfaction with products and services. Has impact data that consists of anecdotal evidence and some evidence of results. Demonstrates that membership, participation rates, financial stability, and influence are growing incrementally. Demonstrates dynamic and diverse leadership over time.	Demonstrates evidence of positive change in educators' practice and student achievement. Is recognized as a leading organization in geographic area. Meets the needs of a diverse membership. Has high member retention rates and strong sense of community among members. Has significant and varied streams of revenue that support a long-range financial plan. Programming focuses on creating a sustainable and strong education community.
Active Collaboration within the ASCD Community	Exhibits minimal contact, communication, or collaboration with others within the ASCD community.	Shares activities and collaborates with other affiliates. Reaches out to other constituent groups. Contributes to the Association by participating actively in advocacy and governance. Enhances member sense of identity with ASCD community. Supports ASCD strategic plan and community-wide initiatives. Builds credibility and visibility of the Association in state, province, or country.	Consistently demonstrates leadership within the ASCD community. Has membership with strong sense of identity with and participation in the ASCD community. Demonstrates strong integration and utilization of ASCD products, programs, and services. Advances ASCD community-wide initiatives. Collaborates with the Association and other constituent groups on significant activities to accomplish shared views and goals.

ADC: Membership

An excellent affiliate believes that there is strength in diversity and actively pursues broad representation of membership in areas including ethnicity, gender, age, geographic location, and job role. The affiliate enhances interactive communication among members, encourages individual involvement of members, and strategically plans for membership growth, recruitment, retention, involvement, recognition, and diversity.

	An Emerging affiliate...	An Effective affiliate...	An Exemplary affiliate...
Activity	<ul style="list-style-type: none"> · Attracts traditional members. · Uses a minimal database with little or no information on members. · Does not assess membership needs. · Engages in limited effort to recruit and retain members. · Communicates member benefits* 	<ul style="list-style-type: none"> · Develops and implements a membership plan. · Maintains an effective database by analyzing and benchmarking affiliate membership data against the educator demographics of its state, province, or country. · Basic survey of members to gather member feedback. · Identifies and implements strategies to recruit and retain membership by <ul style="list-style-type: none"> - Formulating and executing targeted membership recruitment plans. - Engaging members in activities. - Making organized efforts to involve members. · Highlights membership benefits* and value-added benefits**. 	<ul style="list-style-type: none"> · Aligns membership plans and activities strategically with all other plans and activities of the affiliate and ASCD. · Uses the effective database to strengthen and improve membership recruitment plans. · Advances toward vision and achievement of its mission by using an annual comprehensive membership plan based on research. · Provides a variety of opportunities for member participation in leadership and governance activities in the affiliate and the Association by <ul style="list-style-type: none"> - Making multiple organized efforts to involve all members. - Supporting membership of affiliate members in the Association. - Testing and measuring results of implemented strategies to further refine recruitment efforts. · Translates member benefits* and values** to create a 'membership experience.'

*Benefits of membership include the 'things' a member receives from the membership (e.g. newsletters, books, and discounts).
 **Value-added benefits of membership describe the aspects of a membership that provide added value beyond the features (e.g. information on how to solve problems, influence education legislation, and further education initiatives).

ADC: Membership (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
Impact	<ul style="list-style-type: none"> · Demonstrates little or no membership growth or negative growth. · Has a static group of leaders who represent the traditional profile of the membership. · Has few or no connections in its state, province, or country identified as avenues for membership growth. 	<ul style="list-style-type: none"> · Demonstrates sustained membership growth. · Has limited membership participation and involvement affiliate activities. · Actively pursues additional connections in its state, province, or country. 	<ul style="list-style-type: none"> · Demonstrates increases in the match between the demographics of affiliate members and the demographics of educators in the state, province, or country by <ul style="list-style-type: none"> - Increasing membership growth across target markets - Assessing and addressing the needs of its formal regions within the affiliate, where applicable. · Provides opportunities for leadership opportunities across diverse membership groups. · Makes strategic additional connections in its state, province, or country as determined by a needs assessment.
Active Collaboration within the ASCD Community	<ul style="list-style-type: none"> · Serves as an ASCD presence in a geographic area. · Initiating members' sense of connection to the ASCD community by <ul style="list-style-type: none"> - Promoting dual membership in the affiliate and ASCD. - Being viewed as a valuable part of the ASCD membership experience. 	<ul style="list-style-type: none"> · Builds the Association's credibility and visibility in the state, province, or country by <ul style="list-style-type: none"> - Participating in ASCD leadership and governance activities. - Increasing membership among targeted groups. - Reporting on successful strategies with the use of data to analyze demographics. · Increases members' sense of connection to the ASCD community by <ul style="list-style-type: none"> - Increasing dual membership in the affiliate and ASCD. - Being viewed as a valuable part of the ASCD membership experience. 	<ul style="list-style-type: none"> · Collaborates with other associations and agencies within and outside/beyond ASCD. <ul style="list-style-type: none"> - Mentoring among affiliates. - Collaborative strategic planning. - Regional sharing of programs and resources that provide an economy of scale and increase the value of membership. · Creating a culture that promotes members' self-initiated connections within the ASCD community that add value both among individual members and to the organization as a whole.

An excellent affiliate maintains a high profile with all stakeholders through creation and dissemination of a variety of high-quality print and electronic publications that are widely used by the membership, other practitioners, policymakers, and the media.

	An Emerging affiliate...	An Effective affiliate...	An Exemplary affiliate...
Activity	<ul style="list-style-type: none"> · Publishes brief newsletters occasionally. · Focuses communication content on affiliate activities. · Has a static Web site. · Beginning to engage in a network of educational entities/organizations in the affiliate’s state, province, or country. 	<ul style="list-style-type: none"> · Develops and implements a communication and publication plan by <ul style="list-style-type: none"> - Using symbols, logos, and colors to present a professional image. - Reviewing communication plan progress and updating it annually. · Keeps members informed of full range of affiliate activities and member opportunities by <ul style="list-style-type: none"> - Seeking contributions from members and others. - Highlighting ASCD products, programs, and services. · Attempts to incorporate use of technology to improve communication by <ul style="list-style-type: none"> - Updating Web site regularly. - Facilitating communication with affiliate members and the larger education community using ASCD EDge, Facebook, twitter and/or other Web 2.0 tools. · Active participates in a network of educational entities/ organizations in the affiliate’s state, province, or country. 	<ul style="list-style-type: none"> · Aligns communication plan and activities strategically with all other plans and activities of the affiliate and the association by planning deliberate print and electronic communications that reflect and portray the affiliate’s diversity. · Advances vision and achievement of mission of the affiliate and the Association through effective communication and publications by <ul style="list-style-type: none"> - Regularly receiving content contributions from affiliate members and members of the education community. - Regularly communicating affiliate and association strategic plans and progress toward meeting goals to members. · Proactively uses advanced technology and social networking tools to achieve goals by <ul style="list-style-type: none"> - Maintaining an interactive Web site that engages members, prospective members and other educational stakeholders. - Facilitating communication with affiliate members and the larger education community using ASCD EDge, Facebook, twitter and/or other Web 2.0 tools. - Makes use of ecommerce tools for registration and purchase of programs, products and services. · Leading and expanding a network of educational entities/organizations in the affiliate’s state, province, or country. <ul style="list-style-type: none"> - May include mentoring other affiliates and organizations in networking - Positions itself in the marketplace as the “go-to source” for information.

	An Emerging affiliate...	An Effective affiliate...	An Exemplary affiliate...
Impact	<ul style="list-style-type: none"> · Maintains minimal one-way contact with a core group of members. · · Has some core group members that attend affiliate events. · Sustains static retention rates. · Is not sought by members and other practitioners as a resource. · Seeks out best practices. 	<ul style="list-style-type: none"> · Establishes two-way communication among all members and affiliate leaders. · Increases member attendance at affiliate events. · Increases retention rates. · Is sought by a limited number of members and other practitioners as a resource. · Uses research-based, results-driven best practices. 	<ul style="list-style-type: none"> · Engages in multi-directional contact amongst members, leaders, and prospective members. · Increases member and nonmember attendance at affiliate events. · Increases membership. · Positions itself as an information source sought by policymakers and the media demonstrated by the existence of outside subscribers to and duplication requests for publications. · Models and initiates research-based, results-driven best practices.
Active Collaboration within the ASCD Community	<ul style="list-style-type: none"> · Understands the importance of ASCD positions, initiatives, and legislative agenda in the local context at the leadership level. · Is approached by self-identified contributing partners. · Maintains the association’s credibility and visibility. · Intermittently communicates local issues to ASCD. 	<ul style="list-style-type: none"> · Interpreting and applying an understanding of issues in the local context among members. · Identifies potential contributing partners (e.g., authors, presenters, practitioners) · Builds the association’s credibility and visibility by <ul style="list-style-type: none"> - Increasing awareness of ASCD’s products, programs, services and initiatives. · Regularly communicates local issues to ASCD to inform the work of the association. 	<ul style="list-style-type: none"> · Collaborates on communications and publications with ASCD to accomplish shared views and goals by cross-referencing ASCD publications and communications at events. · Actively recruits potential contributing partners (e.g., authors, presenters, practitioners) · Is recognized by lawmakers, policymakers, and the local media as part of ASCD. · Actively engages in two-way communication with ASCD and other constituent groups to inform the work of both the affiliate and the association community. · Pilots state/provincial legislation at the local level.

ADC: Programs, Products, and Services

Excellent affiliates view their programs as opportunities to develop educators’ capacity for learning, teaching, and leading to fulfill their mission and goals. Excellent programs, products, and services provide comprehensive support to enable affiliate members to shape policy and improve education practices that positively affect student achievement.

	An Emerging affiliate...	An Effective affiliate...	An Exemplary affiliate...
Activity	<ul style="list-style-type: none"> · Offers at least one professional development activity per year. · Keeps a static perspective on programs, products, and services by <ul style="list-style-type: none"> - Engaging only the board in the program planning process. - Identifying member’s needs through anecdotes. · Evaluates programs, products, and services based on event attendance. · Maintains or loses static attendance at events. · Executes events independently. · Is receptive to new information and ideas that create insight around new programs, products and services 	<ul style="list-style-type: none"> · Develops and implements a program plan by <ul style="list-style-type: none"> - Effectively budgeting for programs. - Identifying themes and topics as focus for one-year or multi-year attention. - Offering regular professional development opportunities that address local issues. - Strategically planning to support influence efforts through programs. - Providing follow-up opportunities to program events. - Reviewing plan progress and updates annually. · Maintains a committee for programs, products, and services with representation from across the organization by <ul style="list-style-type: none"> - Including member participation in the planning process. - Identifying members’ needs through systemic feedback gathering. · Evaluates affiliate programs, products, and services through event attendee evaluations. · Increases event attendance through word-of-mouth. · Works in collaboration with ASCD and other organizations that inquire about event planning by <ul style="list-style-type: none"> - Occasionally having exhibit space. - Occasionally soliciting sponsorship for events. · Actively seeks new information and ideas that create insight around new programs, products and services 	<ul style="list-style-type: none"> · Aligns programs, products, and services strategically with all other plans and activities of the affiliate and the association by <ul style="list-style-type: none"> - Offering a variety of innovative programs, activities, products, and services tailored to local needs. - Providing services to all parts of the affiliate’s geographic region. - Planning programs, products, and services based on consideration for diversity. - Providing opportunities for sustained work in learning communities. · Organizes collaborative work across various committees (e.g., communication committee collaborates to market events, membership committee conducts surveys). · Systemically collects and analyzes data to make improvements to program offerings. · Strategically increases attendance through improved program offerings · Actively recruits other organizations to achieve of common goals by having a comprehensive system in place for contracting sponsorship, presenters, and exhibitors. · Nurtures a culture of collaboration that seeks new information and ideas that create insight around new programs, products and services

ADC: Programs, Products, and Services (continued)

	An <i>Emerging</i> affiliate...	An <i>Effective</i> affiliate...	An <i>Exemplary</i> affiliate...
Impact	<ul style="list-style-type: none"> · Is unable to document impact of programs, products, and services. · Serves a limited range of participants. · Maintains static membership numbers solely through event attendance. · Works to establish reliable streams of revenue. 	<ul style="list-style-type: none"> · Assesses member satisfaction with programs, products, and services provided by collecting anecdotal evidence of individual use of training programs and their effectiveness. · Serves a diverse range of participants. · Increases traditional membership via programs, products, and services. · Sustains financial viability. 	<ul style="list-style-type: none"> - Is recognized as a leading organization in the state, province, or country on issues of learning, teaching, and leading. <ul style="list-style-type: none"> · e.g. recognition by other professional Associations, state departments of education, news agencies, etc. · Serves a diverse range of participants, reflective of the local community. · Demonstrates growth beyond traditional membership categories. · Diversifies significant and varied revenue streams indicating growth over time.
Active Collaboration within the ASCD Community	<ul style="list-style-type: none"> · Highlights ASCD programs, products, and services by <ul style="list-style-type: none"> - Showing limited ASCD book sales. - Updating the ASCD community on effective presenters, presentation formats, and best practices when asked to do so. · Is occasionally approached by potential contributing partners for future ASCD programs, products, and services. 	<ul style="list-style-type: none"> · Integrates ASCD programs, products, and services with affiliate programs by <ul style="list-style-type: none"> - Building the association’s credibility and visibility in the state, province, or country. - Regularly updating the community on effective presenters, presentation formats, and best practices. · Identifies potential contributing partners for future ASCD programs, products, and services. 	<ul style="list-style-type: none"> · Collaborates with ASCD on programs, products, and services to accomplish shared views and goals, systematically updating the community on effective presenters, presentation formats, and best practices · Actively recruits potential contributing partners for future ASCD programs, products, and services.

An excellent affiliate knows what it stands for and works for what it believes in. The affiliate is visible, respected, and sought after as reliable and informed sources of accurate information regarding quality learning, teaching, and leading. An excellent affiliate anticipates issues and is proactive in shaping recommendations to improve education policy for the success of each learner.

	An <i>Emerging</i> affiliate...	An <i>Effective</i> affiliate...	An <i>Exemplary</i> affiliate...
Activity	<ul style="list-style-type: none"> · Focuses on education issues but works in isolation by <ul style="list-style-type: none"> - Limiting discussion of education issues to board meetings. · Reviews ASCD positions at the board level. · Initiates affiliate leaders sitting on important committees at the local/state/province/country level. · An affiliate member has attended the ASCD Leadership Institute for Legislative Advocacy in the past.* 	<ul style="list-style-type: none"> · Develops and implements an influence plan that supports both local initiatives and the association by <ul style="list-style-type: none"> - Creating an active committee and a process for identifying upcoming issues and monitors national and state or provincial legislative activities. - Reviewing progress and updating influence plans annually. - Involving affiliate membership in influence activities. - Incorporating ASCD priority language, policy, and practice into influence plan. · Adopts positions in support of ASCD positions and important local issues by accessing research-based information to develop a “common message” around each position. · Has affiliate leaders represent the affiliate on significant education committees and task forces by collaborating with other organizations to advance their affiliate influence plans. · Sends at least one affiliate member to the ASCD Leadership Institute for Legislative Advocacy each year.* 	<ul style="list-style-type: none"> · Aligns influence plans and activities strategically with all other plans and activities of the affiliate and ASCD by <ul style="list-style-type: none"> - Advancing the vision and the achievement of the affiliates’ mission and the ASCD community. - Building and leading coalitions to address issues. - Working on significant projects with other affiliates and ASCD. - Aligning influence work with communication and program work. - Involving membership fully in influence work through publications, programs, and action plans. - Strategically integrating ASCD priorities and initiatives into legislative agenda. · Develops an effective grassroots network that influences local/state/province/national priorities by acting on research-based information in a dynamic process for addressing fast-breaking issues and concerns. · Is regularly invited to provide representation from the affiliate on significant education and legislative committees and task forces. · Affiliate sends a team to the ASCD Leadership Institute for Legislative Advocacy every year. * <ul style="list-style-type: none"> - Includes at least one session on influence in its yearly conference offerings. - Sponsor or co-sponsor legislation at the state level - Use congresspersons to bring federal town hall or information on education to the state level.

*This aspect of the ADC Section on Influence applies primarily to U.S.-based affiliates.

ADC: Influence and Policy (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
Impact	<ul style="list-style-type: none"> · Has leaders who are aware of their role as education leaders and change agents who initiate activities to begin to get involved. · Has limited opportunities for influence work for membership. · Distributes information to Decision-makers on an ad-hoc basis. · Influence activity evidence is limited to anecdotes. 	<ul style="list-style-type: none"> · Is involved in shaping education policy by encouraging the adoption of ASCD/Affiliate legislative priority language, policy, and practice in local schools and districts. · Increases the value of membership through influence work reflected by increased membership numbers, retention, and engagement. · Distributes information to Decision-makers on a consistent basis. · Tracks results of influence activities to guide future capacity building. 	<ul style="list-style-type: none"> · Can provide evidence of effecting change in policy strategically promoting the adoption of ASCD/Affiliate priority language, policy, and practice at the state/province/national level. · Is recognized as a leading organization on issues of learning, teaching, and leading at the local/state/province/national level. · Is widely considered a reliable source for experts and expertise in education issues because <ul style="list-style-type: none"> - The affiliate is sought by decision-makers for information, resources, and counsel on important education issues. - Decision-makers cite affiliate policy publications and recommendations. · Has a comprehensive system for monitoring influence activities at all levels of the legislative process.
Active Collaboration within the ASCD Community	<ul style="list-style-type: none"> · Board members actively respond to ASCD influence and initiative efforts. · Incorporates ASCD influence efforts into communications by posting links to Educator Advocates* and Whole Child resources in affiliate communications and publications. 	<ul style="list-style-type: none"> · Actively promoting ASCD positions and collaborating with other members of the ASCD community to build the affiliate’s credibility and visibility in the state, province, or region. · Provides stories and samples of successful influence strategies and influence work products by sharing emerging issues from the state, province, or country. · Has developed a system for responding to ASCD legislative actions and initiatives. · Applies for Influence Grants to increase influence capacity. 	<ul style="list-style-type: none"> · Can provide evidence of effecting change in policy by advancing and informing ASCD positions and combining influence systems into a seamless combination of local, state/province/region, and national levels. · Serves as an authoritative voice on issues and a model of advocacy best practices. · Develops a grassroots network through Educator Advocates to advance ASCD positions* by <ul style="list-style-type: none"> - Routinely delivering a significant response to Educator Advocates Action Alerts.* - Collaborating with ASCD and affiliates to accomplish shared influence goals. - Applying for Influence Grants to increase influence capacity

An excellent affiliate is governed by a strategic plan that emerges from the mission and vision of the organization. Leaders communicate the affiliate’s mission, vision, and goals to members and follow through with action and evaluative reflection. An exemplary affiliate enhances its effectiveness through organized, well functioning, and flexible structures, and astute business and fiscal processes. The affiliate ensures its future through leadership development processes. An exemplary affiliate understands the reciprocal nature of the relationship with the ASCD community.

	An <i>Emerging</i> affiliate...	An <i>Effective</i> affiliate...	An <i>Exemplary</i> affiliate...
Activity	<ul style="list-style-type: none"> · Works with ASCD staff on development of plans. · Conducts annual summative evaluation of affiliate activity. · Has a current constitution that is reviewed at least every five years. · Confines leadership to a static core group of individuals by <ul style="list-style-type: none"> - Providing limited processes for leadership development. - Holding board meetings at least twice a year. - Holding an annual planning retreat. - Communicating minimally between meetings. · Accomplishes the work of the affiliate from within the core leadership group by <ul style="list-style-type: none"> - Meeting most requirements and deadlines. 	<ul style="list-style-type: none"> · Regularly updates and evaluates strategic plan. · Implements a process of ongoing self-evaluation of all aspects of the affiliate program. · Aligns policies, protocols, and bylaws with the affiliate constitution. · Develops and implements a leadership and governance plan as part of the affiliate strategic plan by <ul style="list-style-type: none"> - Defining job roles for board and officers. - Deliberately including diverse representation on the board. - Ensuring quality, diversity, and renewal of the board through an effective nominating process. - Providing orientation for new board members. - Regularly evaluating the board as a whole as well as individually. - Providing professional development for the board on effective board functioning. - Holding regular board and officer meetings to effectively govern the affiliate. - Holding an annual planning retreat. - Reviewing leadership and governance plan progress and updates annually. - Regularly communicating between meetings. · Delegates portions of work through a committee structure that involves the membership by <ul style="list-style-type: none"> - Using an executive or ad hoc committee to act between meetings. 	<ul style="list-style-type: none"> · Aligns strategic plan with the ASCD Strategic Plan. · Design action plan to implement a process of ongoing self-evaluation of all aspects of the affiliate program. · Aligns practice with constitutional mandates and stated bylaws of the affiliate and with ASCD. · Aligns leadership, governance plan, and activities strategically with all other plans and activities of the affiliate and the ASCD community by <ul style="list-style-type: none"> - Developing and implementing a plan to ensure a well-qualified and diverse pool of candidates for various ASCD leadership roles. - Having a highly respected and diverse board. - Working in a way that is transparent to members so that they are aware of the organization’s goals, budget, leadership development opportunities, etc. - Communicating frequently with board members. · Evolves from operations and management into a collaborative policy board by <ul style="list-style-type: none"> - Encouraging dialogue necessary for members to create new ideas for further affiliate development. - Using procedures such as a consent agenda to keep the focus on policy dialogue.

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
Activity Cont'd	<ul style="list-style-type: none"> · Has an executive director · Develops an annual budget and financial report. · Aligns affiliate constitution with ASCD's Constitution by <ul style="list-style-type: none"> - Participating in ASCD capacity-building activities. - Develops a vision and mission that is aligned with ASCD 	<ul style="list-style-type: none"> · Engages an executive director by <ul style="list-style-type: none"> - Defining job roles and goals for the executive director - Annually evaluating executive director - Redefines executive director role as necessary · Uses responsible budget, accounting, and reporting processes by <ul style="list-style-type: none"> - Annually conducting a financial review or audit. - Planning for financial reserves. · Develops a mutually beneficial partnership plan with ASCD annually by <ul style="list-style-type: none"> - Working with integrity and high standards of ethics. - Promoting opportunities to participate in the ASCD community. - Being actively involved in ASCD position development. 	<ul style="list-style-type: none"> · Develops and implements leadership and governance plans that reflect the evolving role of the affiliate as it seeks to improve services. · Develops and implements a succession plan to ensure the smooth transition of leadership. · Aligns budget with strategic plan by having adequate financial reserves. · Advances the vision and achievement of the mission of the affiliate and the ASCD community.
Impact	<ul style="list-style-type: none"> · Has minimal diversity and growth. · Is establishing policies and processes that will prepare for future capacity building. · Represents an ASCD presence at the local level. 	<ul style="list-style-type: none"> · Has diversity that is proportional to the population it serves. · Is a well-functioning organization that builds capacity for future growth. · Has leaders who show evidence of active involvement with ASCD. 	<ul style="list-style-type: none"> · Has a rich diversity of backgrounds, experiences and ideas. · Has a board that focuses on affiliate policies and processes that build capacity in order to achieve the mission and vision of the affiliate. · Has a respected leadership that is active with ASCD Leadership Council and other opportunities. · Has evidence of <ul style="list-style-type: none"> - Increasing membership retention and renewal. - Having energized and effective leadership. - Being financially secure. - Increasing the numbers of members involved in affiliate work. - Increasing the number of members who desire leadership and affiliate development roles.

<p>Active Collaboration within the ASCD Community</p>	<ul style="list-style-type: none"> - Brings affiliate perspectives to ASCD governance. · Occasionally contributes to a pool of candidates for offices, committees, and other ASCD leadership roles by appointing appropriate Leadership Council representatives. · Maintains ASCD’s credibility and visibility in the state, province, or country. 	<ul style="list-style-type: none"> · Shows evidence of a reciprocal relationship with ASCD by <ul style="list-style-type: none"> - Increasing participation in the ASCD community. - Enhancing communication within the ASCD community. · Contributes to a well-qualified and diverse pool of candidates for offices, committees, and other ASCD leadership roles by <ul style="list-style-type: none"> - Establishing qualifications for Leadership Council representatives. - Leadership Council representatives attend all Leadership Council meetings. - Reports activities of the Leadership Council to the affiliate. · Builds ASCD’s credibility and visibility in the state, province, or country. 	<ul style="list-style-type: none"> · Shows evidence of a reciprocal partnership with ASCD by mentoring other struggling groups. · Ensures a well-qualified and diverse pool of candidates for ASCD community roles by <ul style="list-style-type: none"> - Informing members of ASCD community opportunities. - Ensuring that Leadership Council representatives are actively involved in all Leadership Council activities. · Extends the mission of the ASCD community.
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