



Affiliate Developmental Continuum (ADC)

Affiliates are encouraged to use the Affiliate Developmental Continuum (ADC) for self-examination and reflection, focusing on the progress that occurs as one moves from “Launching” to “Impacting” to “Transforming” in the affiliate work, designing a pathway for improvement and advancement.

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Affiliate Developmental Continuum Category Descriptions

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In its ongoing life cycle, an affiliate will self-identify with exemplars from across the three categories of launching, impacting and transforming. 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. We never truly “arrive”.

Updated September 2023

	Launching	Impacting	Transforming
Activity	<p>Operates at a basic level. Meets most responsibilities defined in policies. Conducts a small number of activities.</p> <p>Focuses mainly on events. Communicates with others as needed.</p>	<p>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.</p>	<p>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 affiliates 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 ISTE affiliate opportunities to partner, embedded throughout operations.</p>
Impact	<p>Exhibits minimal effect on local educators or effect is not measured. Is stagnant in affiliate capacity and membership growth. Has a small leadership core. Has limited visibility and little recognition in geographical area.</p>	<p>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.</p> <p>Demonstrates dynamic and diverse leadership over time.</p>	<p>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 a 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.</p>
Active Collaboration within the ASCD Community	<p>Exhibits minimal contact, communication, or collaboration with others within the ASCD community.</p>	<p>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.</p>	<p>Consistently demonstrates leadership within the ASCD community. Has membership with a 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.</p>

	Launching	Impacting	Transforming
Leadership	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.
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.
Communications	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 state and regional organizations.
Professional Learning	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	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.
Community	Attracts local educators.	Attracts local educators and education stakeholders by serving as a trusted voice in the region.	Expands work to collaborative projects alongside regional and international affiliate partners and professional education stakeholders as a respected thought leader.
Sustainability	Identifies a niche to service its primary target audience.	Builds a program that generates revenue to fund the work of meeting the needs and interests of educators in its identified niche.	Expands a niche market, sustaining a comprehensive portfolio of benefits, programs and services that generate revenue to fund the work of the affiliate and build a reserve fund.

Communications	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Activity	<ul style="list-style-type: none"> ● Initial steps taken to develop communications processes and plan. ● Focuses communication content on affiliate activities. ● Updates an affiliate web presence periodically. ● Begins 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 communication and publication processes 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"> – Expanding affiliate presence by including the use of member and educator contributions. – Promoting affiliate activities and information. – Highlighting ASCD products, programs, and services. ● Attempts to incorporate use of technology to improve communication by <ul style="list-style-type: none"> – Updating Web presence regularly. – Facilitating communication with affiliate members and the larger education community using social media and community platforms. ● Actively participates in a network of educational entities/ organizations in the affiliate’s state, province, or country. ● Works collaboratively with affiliates in other states to share ideas and maximize PD opportunities 	<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 promoting a full range of affiliate activities and membership opportunities. – 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 presence that engages members, prospective members and other educational stakeholders including human and AI-generated messaging. – Facilitating communication with affiliate members and the larger education community using social media and community platforms. – Makes use of ecommerce tools for registration and purchase of programs, products and services. ● Leading and expanding a network of educational entities/organizations/partners 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.

Communications	A Launching affiliate...	An Impacting affiliate...	A Transforming 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 sought by a limited number of members. ● 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 recruitment and 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 networks of communication amongst members, leaders and interested education stakeholders. ● Increases member and nonmember attendance at affiliate events. ● Increases recruitment and retention rates. ● 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, promising, innovative practices.
Active Collaboration within the Community	<ul style="list-style-type: none"> ● Understands the importance of ASCD and ASCD Affiliate 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 ASCD and ASCD Affiliate issues in the local context among members. ● Identifies potential contributing partners (e.g., authors, presenters, practitioners). ● Builds the association's credibility and visibility by 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 and ASCD Affiliates to accomplish shared views and goals by cross-referencing publications and communications at events. ● Actively recruits potential contributing partners (e.g., authors, presenters, practitioners, other organizations). ● Communicates influence and advocacy work, including position statements and legislative agendas. ● 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. ● Partners with higher education/teacher preparation programs in support of the profession. ● Pilots state/provincial legislation at the local level.

Community	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Activity	<ul style="list-style-type: none"> Plans to build capacity to support educators at all levels within the region. Establishes a working board of directors from all levels and all roles of education. Advocates for educators who do not have a voice across stakeholder groups. Supports preservice and beginning teachers as they begin their work in the profession. 	<ul style="list-style-type: none"> Demonstrates established capacity to engage educators at all levels within the region. Maintains a working board of directors that represents diversity in professional roles, levels, and geographic distribution. Recognized as a trusted voice for all education stakeholder groups. Engages preservice and beginning teachers in their professional learning, growth and networking. 	<ul style="list-style-type: none"> Expands existing capacity through strategic partnerships that maximizes its impact within its state, province or country. Empowers a working board of directors that represents professional and geographic diversity, including ASCD Emerging leaders, ASCD Student Chapters and other ASCD related communities of practice. Participates in state, provincial or national level education discussions as an invited, respected thought-leader, and is invited by ASCD and other partner organizations to speak nationally and globally to important issues in supporting children and the professionals who serve them. Empowers preservice and beginning teachers in their professional learning, growth and networking, offering leadership opportunities, cultivating their journey as lifelong learners, affiliate members, and members of ASCD, throughout their entire career.
Impact	<ul style="list-style-type: none"> Develops plan to build an inclusive, vibrant community of professional practice. Attracts local educators and welcomes interested stakeholders from the community outside the education profession as affiliate members. Establishes a partnership with a regional education organization to expand its influence on behalf of its members. 	<ul style="list-style-type: none"> Fosters an inclusive, vibrant community of professional practice that contributes to the ongoing dialogue of education within the region. Engages interested local educators and stakeholders from the community outside the education profession as board members, committee members, and agents of change. Maintains partnerships with regional education organizations of closely-aligned mission and vision, to offer added affiliate membership value. 	<ul style="list-style-type: none"> Thrives as an inclusive, vibrant community of professional practice as a leader in the larger regional professional education community. Attracts local, regional, and national educators; ASCD Emerging leaders; ASCD Student Chapters; and stakeholders from the community outside the education profession to become members and important contributors to the evolving work and roles of the affiliate within the larger regional education community and serves as a bridge to additional leadership opportunities with ASCD. Cultivates partnerships with regional education organizations of closely aligned mission and vision, to offer added affiliate membership value, and to create new value for ASCD as the parent organization.

Community	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
<p>Active Collaboration within the Community</p>	<ul style="list-style-type: none"> ● Espouses value in networking with other ASCD Affiliates. ● Creates affiliate members' sense of connection to the larger ASCD community by <ul style="list-style-type: none"> – Offering local value as a community of practice. – Sharing opportunities from ASCD to local educators. 	<ul style="list-style-type: none"> ● Demonstrates value of networking with and working collaboratively across all ASCD Affiliates, Connected Communities, Emerging Leaders, Professional Interest Communities and Student Chapters. ● Creates affiliate members' sense of connection to the larger ASCD community by <ul style="list-style-type: none"> – Sustaining local value as a community of practice. – Maintaining an ongoing two-way dialogue with ASCD. – Offering opportunities that bridge the affiliate community to ASCD's global community. 	<ul style="list-style-type: none"> ● Exemplifies a collaborative network across all ASCD affiliates, Connected Communities, Emerging Leaders, Professional Interest Communities and Student Chapters, as well as ASCD committees and offices at headquarters. ● Creates affiliate members' sense of connection to the larger ASCD community by <ul style="list-style-type: none"> – Sustaining local value as a community of practice. – Maintaining an ongoing two-way dialogue with ASCD. – Offering opportunities that bridge the affiliate community to ASCD's global community. – Adding value to ASCD's Constituent Services programs as an integrated partner in fostering the ASCD global community.

Influence	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Activity	<ul style="list-style-type: none"> ● Focuses on education issues but works in isolation by ● Limiting discussion of education issues to board meetings. ● Reviews ASCD positions at the board level and focuses its efforts around the Whole Child. ● Initiates affiliate leaders sitting on important committees at the local/state/province/national level. ● Represents influence and advocacy work on the affiliate board. 	<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 the fluence 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, focusing its efforts around the Whole Child. ● Represents the affiliate on significant education committees and task forces by collaborating with other organizations to advance their affiliate influence plans. ● Attends and/or participates in the ASCD annual conference.* 	<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 network built around the Whole Child 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. ● Attends and/or participates in the ASCD annual conference.* ● Sponsors or co-sponsors legislation at the state level. ● Uses 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.

Influence	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Impact	<ul style="list-style-type: none"> ● Influence activity evidence is limited to anecdotes. ● Has leaders 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. 	<ul style="list-style-type: none"> ● Tracks results of influence activities to guide future capacity building. ● 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, and partnerships with like-minded professional education associations. ● Distributes information to Decision-makers on a consistent basis. 	<ul style="list-style-type: none"> ● Has a comprehensive system for monitoring influence activities at all levels of the legislative process. ● 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.
Active Collaboration within the ASCD Community	<ul style="list-style-type: none"> ● Board members actively respond to ASCD influence and initiative efforts and actively promote the Whole Child. ● Incorporates ASCD influence efforts into communications by posting links to ASCD publications in affiliate communications and publications and promoting the Whole Child in its region. ● Has developed a system for receiving ASCD legislative actions and initiatives. 	<ul style="list-style-type: none"> ● Actively promoting ASCD positions and actively promoting the Whole Child, collaborating with other members of the ASCD community to build the affiliate’s credibility and visibility in the state, province, or region. ● Provides anecdotes and samples of successful influence strategies and influence work products by sharing emerging issues from the state, province, or country, and promoting the Whole Child in its region. ● Has developed a system for responding to ASCD legislative actions and initiatives. 	<ul style="list-style-type: none"> ● Can provide evidence of effecting change in policy by advancing and informing ASCD positions and actively promoting the Whole Child, 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 and promoting the Whole Child in its region. ● Develops a 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.

Leadership	A Launching affiliate...	An Impacting affiliate...	A Transforming 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. ● Includes 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 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 as part of a continuous cycle of improvement. ● 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. ● Develops a plan to ensure a well-qualified and diverse leadership. ● Regularly communicating between meetings. ● Delegates portions of work through a committee structure that involves the membership by 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 as part of a continuous cycle of improvement ● 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 that empowers and unleashes affiliate leadership. – 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 of shared leadership by engaging in dialogue necessary for members to create new ideas for further affiliate development. ● Using procedures like a consent agenda to keep the focus on policy dialogue.

Leadership	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
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 Increasing membership retention & renewal by <ul style="list-style-type: none"> – Having energized and effective leadership. · Being financially secure. – Increasing of members involved in affiliate – Increasing the number of members who desire leadership and affiliate development roles.
Active Collaboration within the ASCD Community	<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. • 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. • 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 informing members of ASCD community opportunities. • Extends the mission and impact of the ASCD community.

Membership	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Activity	<ul style="list-style-type: none"> • Attracts members. • Promotes ways members can join/renew. • 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. • Provides basic member benefits* 	<ul style="list-style-type: none"> • Attracts new members. • 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. <ul style="list-style-type: none"> – Identifies and implements strategies to recruit and retain membership by – Formulating and executing targeted membership recruitment plans. – Engaging members in activities. – Making organized efforts to involve members. • Incorporates comprehensive membership benefits* and value-added benefits**. 	<ul style="list-style-type: none"> • Attracts members from outside education. • 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. <ul style="list-style-type: none"> – Provides a variety of opportunities for member participation in leadership and governance activities in the affiliate and ASCD by – 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 services 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).

Membership	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
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 in 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 across diverse membership groups. • Makes strategic additional connections in its state, province, or country as determined by a needs assessment.
Active Collaboration within the 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 ASCD'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.

Professional Learning	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Activity	<ul style="list-style-type: none"> • Offers at least one professional learning activity per year. • Keeps a static perspective on programs, products, and services by 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, receptive to new information that creates insight and added value • Demonstrates awareness of technology solutions that can deliver professional learning. 	<ul style="list-style-type: none"> • Develops and implements a program plan by - Effectively budgeting for programs. <ul style="list-style-type: none"> – Identifying themes and topics as focus for one-year or multi-year attention. – Offering regular professional learning 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 board member collaboration around programs, products, and services with representation across the organization by - Including member participation in the planning process. • Identifying members’ needs through systemic feedback gathering. • Evaluates affiliate programs, products, and services through event attendee evaluations. Increasing event attendance in collaboration with other organizations • Actively seeks new information and ideas that create insight around programs, products and services. • Uses technology solutions to provide a variety of delivery modes for professional learning. 	<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. – Developing a broader inclusive representation on your board to organize collaborative work for more impactful, scalable quality programming (e.g., communication committee collaborates to market events, membership committee conducts surveys). – Providing programs, products, and services that deliver on improved student learning outcomes – Generating original content with a direct correlation to the professional learning plan that is free to its members • Systematically collects and analyzes data to gauge impact and make improvements, including conducting market research every one-to-three years to determine the needs of members. • Strategically increases attendance through improved program offerings • Actively recruits other organizations to achieve common goals through contracting sponsorship, presenters, and exhibitors. • Nurtures a culture of collaboration that seeks new information and ideas that create insight around programs, products and services. • Uses technology solutions to provide a variety of professional learning delivery modes and collects analytics and user data to inform a continuous cycle of improvement of offerings. • Work with ISTE affiliates and incorporate ISTE standards where appropriate.

Professional Learning	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Impact	<ul style="list-style-type: none"> • Is unable to document impact of programs, products, and services. • Serves a limited range of participants. • Engages educators through program participation. • Works to establish reliable streams of revenue. 	<ul style="list-style-type: none"> • Assesses participant 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. • Engages educators 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 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 members to engage all educators in the region in a variety of ways. • Diversifies significant and varied revenue streams indicating growth over time.
Active Collaboration within the Community	<ul style="list-style-type: none"> • Highlights ASCD programs, products, and services by 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. – Partnering with other organizations to create and increase value of programs, products and services. • Identifies potential contributing partners for future ASCD programs, products, and services. 	<ul style="list-style-type: none"> • Collaborates with ASCD and other organizations 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.

Sustainability	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Activity	<ul style="list-style-type: none"> • Registers as a professional association in its state, province or country. • Establishes a budget. • Identifies its primary target audience. • Targets a niche to service primary target audience. • Creates membership dues as a source of revenue. • Develops programs and services that can generate revenue. • Pays annual taxes. • Conducts an annual financial audit. 	<ul style="list-style-type: none"> • Incorporates as a business within its state, province or country. • Proposes and approves annual budget to plan for revenue and expenses. • Messages to and serves its target audience through an approved strategic plan. • Builds an affiliate program that meets the needs and interests in an identified niche within the region. • Includes membership dues as one component of a portfolio of a revenue generating business model. • Offers strategically planned programs and services that are aligned with current trends on the local educational landscape. • Offsets tax debt with deductions. • Conducts an annual financial and operations audit by an independent third party. 	<ul style="list-style-type: none"> • Is recognized as a nonprofit organization within its state, province or country. • Maintains a working budget, building a reserve fund for future needs. • Expands its target audience to meet educators in multiple roles at multiple stages of their career, regularly gathering data on their needs and interests, and on the affiliate’s effectiveness in meeting those needs and interests. • Expands a niche market to offer comprehensive benefits that add value to affiliate memberships and partnerships. • Sustains a comprehensive portfolio of benefits, programs and services that generate revenue to fund the work of the affiliate. • Offers a rich selection of activities and benefits that promote local educators, connect to state educational leaders, and utilize ASCD programs, products and services in delivering a highly-valued total affiliate program • Attains tax exempt status. • Hires an independent third party to conduct an annual financial and operations audit.

Sustainability	A Launching affiliate...	An Impacting affiliate...	A Transforming affiliate...
Impact	<ul style="list-style-type: none"> Plans for building a cash reserve. Takes in enough revenue annually to cover its operating expenses. Identifies a plan to put a business model in place within the first three years of operation. 	<ul style="list-style-type: none"> Contributes to its cash reserve annually. Exhibits financial viability through its checking, savings, reserves, and investments record-keeping. Implements a business model that builds capacity and sustainability for the long-term growth and security of the affiliate that is aligned with the affiliate’s mission and vision and ASCD’. 	<ul style="list-style-type: none"> Funds a cash reserve that covers the affiliate’s operating expenses for at least one financial year. Demonstrates long-term financial sustainability through a diverse portfolio of revenue streams, anticipated annual expenses, sponsorships and partnerships. Exhibits a thriving economic engine that sustains the work of the affiliate, fuels new opportunities for impact and growth, and provides scalability of staff, programs and services to meet the growing demands of educators, sponsors and partnering organizations within the region.
Active Collaboration within the Community	<ul style="list-style-type: none"> Explores partnerships with likeminded organizations that may generate mutual business opportunities. Works with Constituent Services and other ASCD affiliates to identify opportunities to build capacity through networking and collaboration. 	<ul style="list-style-type: none"> Establishes partnerships with likeminded organizations to accomplish mutual business goals, which may be reviewed and renewed annually, based on their success. Seeks opportunities to collaborate with likeminded organizations and businesses within its region to expand its impact in serving educators and elevating the profession. 	<ul style="list-style-type: none"> Maintains partnerships with like-minded organizations to accomplish mutual business goals through formal memoranda of understanding that identify the obligations of and benefits to all parties, which may be reviewed and renewed annually, based on their success. Establishes an active collection of sponsors and partners both within and outside the local education community, providing expanded programs and services, delivering value beyond what the affiliate can offer educators on its own, and re-investing resulting revenue to continue to grow the affiliate.